

# **Business Plans**

**2008-2009**

**VOLUME 1**

## FOREWORD

In Volume One of this document are Business Plans for the Office of the Legislative Assembly of Nunavut and the ten Government of Nunavut departments to support the Government of Nunavut's 2008-2009 Main Estimates. The Corporate Plan 2007-2012 for Nunavut Arctic College, the Business Plans for Nunavut Housing Corporation and Nunavut Development Corporation, and the Corporate Plan 2008-2011 for Nunavut Business Credit Corporation have also been added to Volume Two of 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. The program budgets have been expanded to include departmental three-year program forecasts. For each line of business, a status report is provided on the priorities that were identified for the 2007-2008 fiscal year and new and/or continued priorities are identified for the 2008-2009 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 2008-2009 Main Estimates, since the Estimates cannot be directly compared with the Core Business sections of the plan. Departmental three-year forecasts have been included in Appendix I of the 2008-2009 Business Plans as a first step in moving towards a three-year planning horizon.

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  
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Assembly**

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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 documents 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 sittings of the House, caucus and standing committee meetings and 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 organizations 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 Legislative Assembly's Page Program and the Speaker's Youth Parliament 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 Inuit employment to a level of 60% or higher over the coming years.

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Legislative Assembly Positions</b>	<b>31</b>		<b>31</b>	
Total Filled Positions	26	84	31	100
Total Vacancies	5	16	-	-
Total Beneficiaries	11	42	16	52
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	-	-	-	-
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	-	-	-	-
Total Beneficiaries in Senior Management Positions	-	-	-	-
<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	-	-	-	-
Total Beneficiaries in Middle Management Positions	1	50	1	50
<b>Total Professional Positions</b>	<b>-</b>		<b>-</b>	
Total Filled Professional Positions	-	-	-	-
Total Vacant Professional Positions	-	-	-	-
Total Beneficiaries in Professional Positions	-	-	-	-
<b>Total Paraprofessional Positions</b>	<b>19</b>		<b>19</b>	
Total Filled Paraprofessional Positions	15	79	19	100
Total Vacant Paraprofessional Positions	4	21	-	-
Total Beneficiaries in Paraprofessional Positions	4	27	8	42
<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	-	-
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. 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.

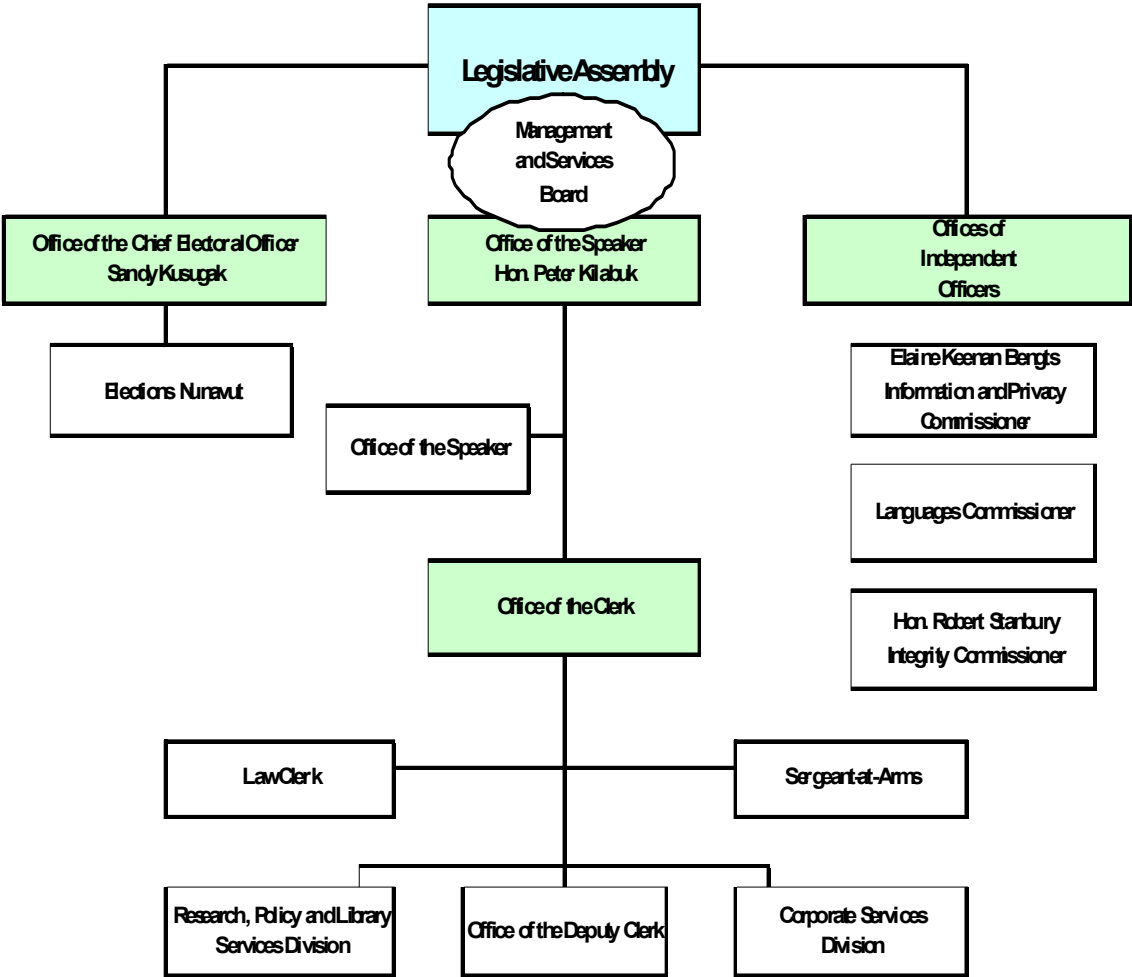
### **Public Expectations**

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)			
	2007-08	2008-09	2009-10	2010-11
Assembly Operations	6,392	<b>6,369</b>	6,369	6,369
Expenditures on Behalf of Members	5,507	<b>5,330</b>	5,530	5,530
Support to Independent Officers of the Legislative Assembly	1,510	<b>2,460</b>	1,510	1,510
<b>TOTAL</b>	<b>13,409</b>	<b>14,159</b>	<b>13,409</b>	<b>13,409</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 proposed 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.
- To provide the public with information regarding House and committee proceedings.



<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Sessional Administration</b>		1,500	<b>1,800</b>	1,800	1,800
<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> <li>• The provision of interpretation and translation services for Chamber and caucus proceedings.</li> </ul>					
<b>Standing and Special Committee Administration</b>		800	<b>500</b>	500	500
<ul style="list-style-type: none"> <li>• The provision of interpretation and translation services for Standing and Special Committee proceedings; and</li> <li>• The organization and delivery of committee meetings, public hearings and community consultations.</li> </ul>					
<b>Office of the Clerk and Deputy Clerk</b>		992	<b>969</b>	969	969
<ul style="list-style-type: none"> <li>• The provision of advice and support to the Speaker, Members, Caucus and Committee Chairs on matters of parliamentary procedure and privilege;</li> <li>• The maintenance of the papers and records of the Legislative Assembly;</li> <li>• The protection of the dignity and decorum of the House by the Sergeant-at-Arms; and</li> <li>• The provision of a safe, aesthetically pleasing and culturally appropriate working environment for Members and Assembly employees.</li> </ul>					
<b>Research, Policy and Library Services</b>		800	<b>800</b>	800	800
<ul style="list-style-type: none"> <li>• The provision of research services for individual Members, the Management and Services Board, Standing and Special Committees and the Office of the Clerk;</li> <li>• The preparation of committee correspondence, reports, news releases and other documents;</li> <li>• The preparation of correspondence, reports and other documents for the Office of the Legislative Assembly;</li> <li>• The co-ordination, with the Office of the Clerk, of Committee and Caucus scheduling and operations; and</li> <li>• The provision of information and reference services by the Nunavut Legislative Library to Members, Assembly staff, GN departments and other clients.</li> </ul>					
<b>Corporate Services</b>		2,000	<b>2,000</b>	2,000	2,000
<ul style="list-style-type: none"> <li>• The administration of the financial management and human resources functions of the Office of the Legislative Assembly;</li> <li>• The administration of Members' indemnities, allowances and benefits;</li> <li>• The administration of retiring allowances for Members;</li> <li>• The delivery of specialized Members' services in the area of constituency office operations, sessional and committee travel support;</li> <li>• The management of the Assembly precinct and tangible assets;</li> <li>• The provision of information technology support to the Office of the Legislative Assembly, Members' constituency offices and Regular Members' capital offices; and</li> <li>• The provision of training to Members' constituency assistants in Legislative Assembly policies and procedures.</li> </ul>					
<b>Public Affairs</b>		100	<b>100</b>	100	100
<ul style="list-style-type: none"> <li>• The development and maintenance of the Assembly's website;</li> <li>• The promotion of the Legislative Assembly through the public tour program and the production of information materials and brochures;</li> <li>• The planning and hosting of special events, ceremonies and unveilings;</li> <li>• The co-ordination of the Assembly's art collection development strategy; and</li> <li>• The management of liaison with northern and national media organizations.</li> </ul>					

<b>Office of the Speaker</b>	200	200	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>6,369</b>	<b>6,369</b>	<b>6,369</b>

#### Priorities (2007-08)

- 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.  
**Status:** *Ongoing. The Legislative Assembly is presently working with Telesat Canada and Arctic Cooperatives to implement a Nunavut-wide broadcast system for roll-out during the second half of the 2007-08 fiscal year.*
- Host annual conferences of the Hansard Association of Canada, the Legislative Broadcast and Recording Association and the Association of Chief Electoral Officers.  
**Status:** *Successfully hosted all conferences.*
- Complete cataloguing of Legislative Assembly's collection of Tabled Documents;  
**Status:** *Ongoing.*
- 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.  
**Status:** *Ongoing. Digitization of NIC materials now successfully completed.*
- Prepare for the implementation of any changes to Nunavut's electoral districts as a result of the recommendations of the Electoral Boundaries Commission.  
**Status:** *The Legislative Assembly has completed its consideration of the Report of the Nunavut Electoral Boundaries Commission. No changes were adopted.*
- 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.  
**Status:** *Successfully staffed a systems technician position in August 2007; commenced the development of an emergency management plan to ensure continuity of service in the event of a catastrophic occurrence; undertook a number of precinct improvement initiatives.*

#### Priorities (2008-09)

- Undertake planning and delivery of the transition and orientation program for the Members of the Third Legislative Assembly.
- Organize the second Nunavut-wide Speaker's Youth Parliament in May 2008.
- Develop a strategy for the management of the Legislative Assembly's new broadcasting system.

- Produce and distribute an educational video on the Legislative Assembly for use by schools and as part of the Legislative Assembly's public information program.
- Host the 2008 annual conference of the Canadian Association of Parliamentary Administration.

## 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* are under the jurisdiction of the Legislative Assembly.

### Objectives

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

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Indemnity, Allowance and Constituency Administration</b>		5,507	5,330	5,530	5,530
<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>5,330</b>	<b>5,530</b>	<b>5,530</b>

### Priorities (2007-08)

- 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 (2008-09)

- 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 Nunavut 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 functional operation 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.
- To organize the appearances of independent officers before committees of the Legislative Assembly.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Support to Information and Privacy Commissioner, Languages Commissioner, and Integrity Commissioner</b>		760	<b>760</b>	760	760
<b>Support to the Chief Electoral Officer</b>		750	<b>1,700</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 Legislative Assembly</b>		<b>1,510</b>	<b>2,460</b>	<b>1,510</b>	<b>1,510</b>

### Priorities (2007-08)

- Begin planning, in co-operation with Elections Nunavut, for the general election of the Members of the Third Legislative Assembly of Nunavut.  
**Status:** *Ongoing. The third general election is required to take place prior to March 31, 2009.*
- Undertake any amendments necessary in response to the statutorily-required quinquennial review of the *Integrity Act*.

**Status:** *The Integrity Act was formally confirmed in its present form by way of a motion in the House. The motion was carried in the 4<sup>th</sup> Session of the 2<sup>nd</sup> Legislative Assembly.*

- Continue development of a new *Plebiscite Act*.

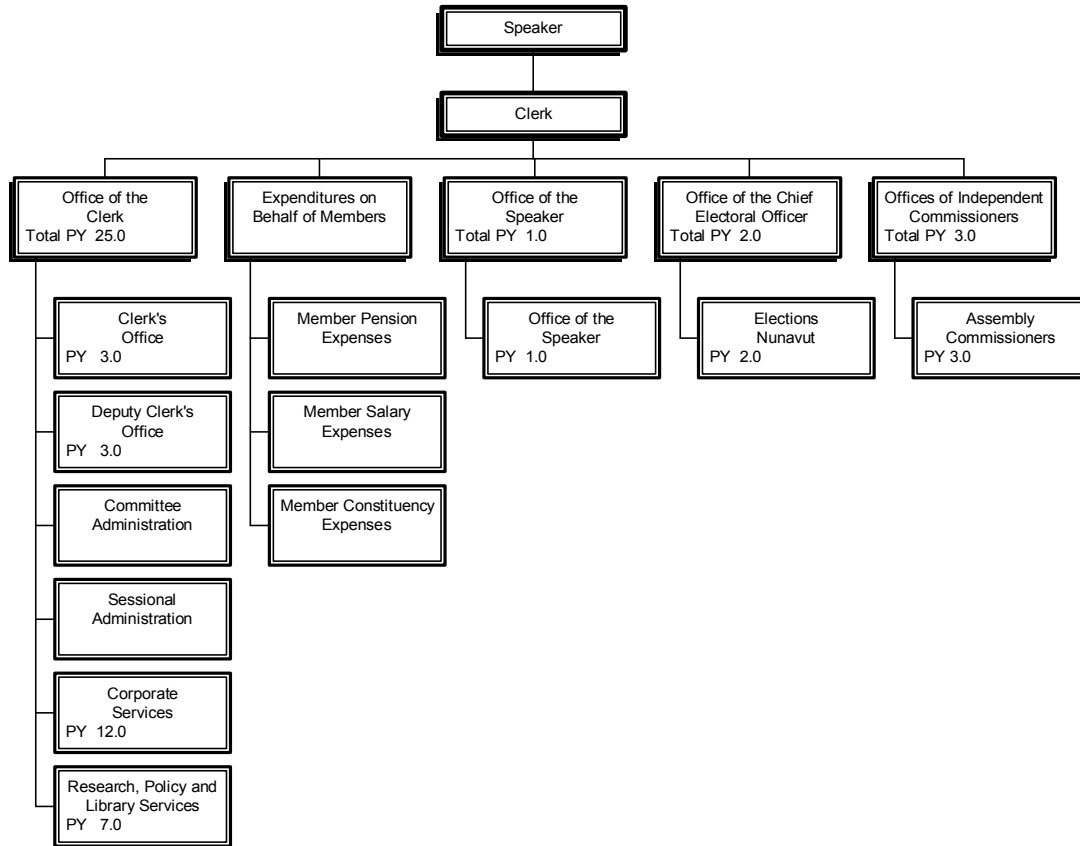
**Status:** *Ongoing.*

#### **Priorities (2008-09)**

- Undertake, in co-operation with Elections Nunavut, all necessary measures to ensure the successful holding of the third general election.
- Ensure that the positions of Chief Electoral Officer and Languages Commissioner are filled following the expiration of the present incumbents' appointments during the 2008-2009 fiscal year.
- 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 sittings of the Legislative Assembly and activities of Standing and Special Committees. The Office of the Clerk 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 management 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 territorial general elections, by-elections and plebiscites.

### **Offices of Independent Officers**

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		2008 – 2009 Main Estimates		2009 – 2010 Planned		2010 – 2011 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>OFFICE OF THE CLERK</b>								
Salary	2,517	25.0	2,559	25.0	2,559	25.0	2,559	25.0
Grants & Contributions	-		-		-		-	
Other O&M	3,675		3,610		3,610		3,610	
<b>Subtotal</b>	<b>6,192</b>		<b>6,169</b>		<b>6,169</b>		<b>6,169</b>	
<b>EXPENDITURES ON BEHALF OF MEMBERS</b>								
Salary	3,242	-	2,950	-	3,150	-	3,150	-
Grants & Contributions	-		-		-		-	
Other O&M	2,265		2,380		2,380		2,380	
<b>Subtotal</b>	<b>5,507</b>		<b>5,330</b>		<b>5,530</b>		<b>5,530</b>	
<b>OFFICE OF THE SPEAKER</b>								
Salary	140	1.0	140	1.0	140	1.0	140	1.0
Grants & Contributions	-		-		-		-	
Other O&M	60		60		60		60	
<b>Subtotal</b>	<b>200</b>		<b>200</b>		<b>200</b>		<b>200</b>	
<b>OFFICE OF THE CHIEF ELECTORAL OFFICER</b>								
Salary	350	2.0	400	2.0	350	2.0	350	2.0
Grants & Contributions	-		-		-		-	
Other O&M	400		1,300		400		400	
<b>Subtotal</b>	<b>750</b>		<b>1,700</b>		<b>750</b>		<b>750</b>	
<b>OFFICE OF INDEPENDENT COMMISSIONERS</b>								
Salary	430	3.0	430	3.0	430	3.0	430	3.0
Grants & Contributions	-		-		-		-	
Other O&M	330		330		330		330	
<b>Subtotal</b>	<b>760</b>		<b>760</b>		<b>760</b>		<b>760</b>	
<b>TOTAL</b>	<b>13,409</b>	<b>31.0</b>	<b>14,159</b>	<b>31.0</b>	<b>13,409</b>	<b>31.0</b>	<b>13,409</b>	<b>31.0</b>



**Department of  
Executive and  
Intergovernmental  
Affairs**

**Business  
Plan**

**2008-2009**

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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 Qaujimajatuqangit principles.*

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

### Our Principles and Values

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

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

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

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

***Aajiiqatigiinniq***: decision making through, discussion and consensus.

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

***Piliriqatigiinniq***: 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 continues to lead initiatives for Inuktitut language training for senior managers.

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

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

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

## INUIT EMPLOYMENT PLAN

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

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>51</b>		<b>51</b>	
Total Filled Positions	38	75	51	100
Total Vacancies	13	25	-	-
Total Beneficiaries	18	47	30	59
<b>Total Executive Positions</b>	<b>5</b>		<b>5</b>	
Total Filled Executive Positions	4	80	5	100
Total Vacant Executive Positions	1	20	-	-
Total Beneficiaries in Executive Positions	1	25	2	40
<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	-	-
Total Beneficiaries in Senior Management Positions	2	33	4	67
<b>Total Middle Management Positions</b>	<b>5</b>		<b>5</b>	
Total Filled Middle Management Positions	5	100	5	100
Total Vacant Middle Management Positions	-	-	-	-
Total Beneficiaries in Middle Management Positions	1	20	2	40
<b>Total Professional Positions</b>	<b>14</b>		<b>15</b>	
Total Filled Professional Positions	10	71	15	100
Total Vacant Professional Positions	4	29	-	-
Total Beneficiaries in Professional Positions	5	50	7	47
<b>Total Paraprofessional Positions</b>	<b>9</b>		<b>9</b>	
Total Filled Paraprofessional Positions	7	78	9	100
Total Vacant Paraprofessional Positions	2	22	-	-
Total Beneficiaries in Paraprofessional Positions	5	71	6	67
<b>Total Administrative Support Positions</b>	<b>11</b>		<b>11</b>	
Total Filled Administrative Support Positions	6	55	11	100
Total Vacant Administrative Support Positions	5	45	-	-
Total Beneficiaries in Administrative Support Positions	4	67	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) will analyze and disseminate Statistics Canada 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 their own efforts to increase beneficiary employment in the management categories.

The *Sivuliqtiksat* Internship Program has proven successful, with two beneficiaries completing their internships for management positions in the department. The department continues to use this program and currently has two full time interns in training to fill management positions - Director of Statistics, and the Cabinet Registrar. Upon successful completion of these internships, the beneficiary level in the senior management category will increase up to 63%.

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 have an important bearing on how the department achieves its mission.

### 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 (NTI) and Indian and Northern Affairs Canada (INAC) to implement the recommendations 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 one of the fastest growing populations. It is a population that will place new demands on education and on the wage economy. The implementation of Article 23 of *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.

## **Intergovernmental Relations**

Compared with 30 years ago, Nunavut is much more "connected" today with the rest of Canada and the world. Since the creation of the territory and the GN in 1999, the scope and pace of these interactions have been expanding exponentially. The department is responsible for managing and prioritizing the growing web of 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, 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 four lines of core business:

	Budget (\$000)			
	2007-08	2008-09	2009-10	2010-11
Executive	6,439	<b>6,550</b>	6,528	6,528
Statistics	436	<b>578</b>	575	575
Policy, Planning and Evaluation	1,270	<b>1,313</b>	1,303	1,303
Intergovernmental Affairs	2,800	<b>2,799</b>	1,720	1,720
<b>TOTAL</b>	<b>10,945</b>	<b>11,240</b>	<b>10,126</b>	<b>10,126</b>

### Executive

Provides overall management and direction. The Deputy Minister of the Executive Council is responsible for managing the Cabinet agenda under the direction of the Premier.

### Objectives

- To support the Cabinet under the direction of the Premier.
- To communicate Cabinet direction to the public service.
- To coordinate government communication strategies and messages.
- To provide national and international access to information on Nunavut.
- Manage the GN's access to information and protection of privacy requirements.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
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<b>Deputy Minister/Assistant Deputy Minister</b>		705	<b>851</b>	847	847
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These offices support and organize the overall work of Cabinet and its committees, as well provide advice through intergovernmental groups, such as the Senior Officials Healthy Lifestyle Committee (SOHLC) and the Deputy Ministers Committee on Environment, Economy and Land (DMEEL).

<b>Communications</b>		858	<b>909</b>	902	902
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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	<b>314</b>	310	310
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	<b>1,053</b>	1,053	1,053
The Premier has a budget to cover five 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	<b>2,914</b>	2,914	2,914
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	<b>227</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 Rates Review Council (URRC)</b>	185	<b>117</b>	114	114
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 to advise the Minister of Energy on pricing and rate structures.				
<b>Access to Information</b>	160	<b>160</b>	156	156
The Access to Information (ATIPP) function ensures compliance with the <i>Access to Information and Protection of Privacy Act</i> ; provides coordination of all ATIPP issues, activities and training; provides liaison with the Information and Privacy Commissioner as well as other jurisdictions; and provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.				
<b>Senior Personnel Secretariat</b>	5	<b>5</b>	5	5
The Senior Personnel Secretariat supports and manages the relationship between the Premier and the senior employees of the Government of Nunavut, enhances the ability of the Premier to advance the objectives of a representative public service and reviews and organizes the compensation, benefits and duties of the senior public service.				
<b>Total, Executive</b>	<b>6,439</b>	<b>6,550</b>	<b>6,528</b>	<b>6,528</b>

**Priorities (2007-08)**

- Improve support of Cabinet and its committee processes, administration, record management, and tracking process through the use of new programs and technologies.  
**Status:** *An electronic statutory appointment tracking system has been developed in a joint effort with the department of Justice. The department will explore new programs to enhance other tracking processes.*
- Train and support the Cabinet Registrar intern.  
**Status:** *Successful first year of internship, well on way to completing as scheduled in following year.*
- Proactive administrative and logistic support for the URRC as it continues to review the on-going 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 reviewed the first application. The department will continue to provide necessary support and administration to the Council.*

- Develop options for implementing the recommendations outlined in the operational assessment of the SOHLC.

**Status:** *Options have been presented to address the recommendations in the assessment report. An implementation plan has been developed.*

- Measure the effectiveness of government wide initiatives aimed at reducing the number of suicides in the territory.

**Status:** *The Annirusuktugut Suicide Intervention and Prevention Strategy has been developed. Its implementation plan outlines government wide coordinated approaches aimed at providing culturally relevant community based solutions.*

- 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.

**Status:** *The directory is currently being produced and will be distributed to all Nunavut communities.*

- Communications will approach CGS IT division to discuss having EIA Communications handle all the calls to the GN 1-800 phone number.

**Status:** *Working with CGS IT division to get the all 1-800 phone numbers directed to EIA communications.*

- 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.

**Status:** *The IQ coordinator visited decentralized communities to provide orientation sessions for GN employees.*

- Communications will develop a web site for the Western Premier's Conference being held in Iqaluit July 5th and 6th. Communications will also produce GN promotional material and promotional items for this conference.

**Status:** *The website was developed and promotional items for the conference were produced.*

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

**Status:** *The software system to transcribe radio scripts is currently not available. EIA Communications will continue to work with CGS IT on this initiative.*

- Continue to work with the Assistant Deputy Minister committee to ensure that appropriate training is available.

**Status:** *Executive development training was delivered in June 2007. Language training was also provided at the senior levels.*

- With the Department of Human Resources, develop a leadership strategy that addresses succession planning at the ADM and DM levels, that promotes Inuit Employment, and that includes a Director Level Development Program.

**Status:** *Three Assistant Deputy Ministers have been promoted to Deputy Ministers. Ongoing support will be provided to promote Inuit employment.*

- Continue to provide ATIPP training to GN staff, especially in the field of managing electronic data.

**Status:** As of September 2007, 192 GN employees have taken ATIPP training courses in Baker Lake and Iqaluit. ATIPP training will also be provided in Rankin Inlet and Arviat, Cambridge Bay and Pangnirtung have also expressed interest.

### **Priorities (2008-09)**

- Implement action areas of the *Annirusuktugut* Suicide Intervention and Prevention Strategy.
- Work with non-governmental agencies involved in the prevention of suicide to enhance and sustain progress at reducing suicide rates in Nunavut.
- 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.
- Assist in the coordination of a business plan and marketing strategy for the 2010 Olympic Winter Games.
- Continue to work with the Assistant Deputy Minister committee to ensure that appropriate training is available.
- With the Department of Human Resources, develop a leadership strategy that addresses succession planning at the ADM and DM levels, that promotes Inuit Employment, and that includes a Director Level Development Program.
- Ensure effective GN participation in the screening and approval process for resource development projects in Nunavut, and will undertake new initiatives related to Institutes of Public Government (IPG) reform and other areas where the regulatory system can be improved.
- Re-establish the inter-departmental communications committee.
- Assist Energy Secretariat in producing print material and other communications material.
- Assist CLEY with communication material/activities on the *Official Languages Act* and *Inuit Language Protection Act*.

### **Statistics**

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

### **Objectives**

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

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Statistics</b>		436	578	575	575
<i>Nunavut Kiglisiniaqtiit</i> (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. <i>Nunavut Kiglisiniaqtiit</i> is also Statistics Canada's statistical focal point for Nunavut, and as such, represents Nunavut's interests within the national statistical system.					
<b>Total, Statistics</b>		<b>436</b>	<b>578</b>	<b>575</b>	<b>575</b>

#### Priorities (2007-08)

- Develop regulations related to the Statistics Act and its implementation.  
**Status:** *This project is proceeding. The Bureau will complete all required regulations in the next fiscal year.*
- Reintegrate the Evaluation and Statistics Branches to better coordinate management and their activities.  
**Status:** *The Evaluation and Statistics Divisions have been working closer to better coordinate and manage activities.*
- Conduct a statistical review of monthly and annual publications.  
**Status:** *Statistical reviews continue on a monthly and annual basis, produced for Nunavummiut with the information that is available from the national statistical agency Statistics Canada.*
- Publish Nunavut specific summaries of the Statistics Canada data from the 2006 Census data at the territorial, regional and community level.  
**Status:** *The Bureau has disseminated three of the eight scheduled releases of information on Nunavut and Nunavummiut released by Statistics Canada from the 2006 Census results. The Bureau will continue to disseminate data through out the 2008-09 fiscal year.*
- 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.  
**Status:** *The Bureau has begun the first phase of this process through the Nunavut Data Development Action Program and will continue the second phase in the 2008-09 fiscal year.*
- Provide further analysis of the GN Employee Survey database.  
**Status:** *The Bureau has provided a report to the Department of Human Resources containing the findings from this survey and also forwarded a report showing responses by ethnicity which was produced with the assistance of the Evaluation office.*
- Pending confirmation of funding, begin preparations for the administration of the Nunavut Tobacco Use Survey.  
**Status:** *This project did not proceed due to lack of federal funding.*

#### Priorities (2008-09)

- Develop regulations related to the *Statistics Act* and its implementation.



- Publish Nunavut specific summaries of the Statistics Canada data from the 2006 Census data at the territorial, regional and community level.
- Second phase of the major data development activity to identify, analyze, source and publish existing Nunavut specific data collected within the GN and other levels of government.
- Participate in the development of the Nunavut General Monitoring Program established under the Nunavut Land Claims Agreement.

## Policy, Planning and Evaluation

This unit is responsible for coordinating and leading the government's development, implementation, and evaluation of policy and program objectives. This section also supports the government's coordination of Access to Information and Privacy Protection (ATIPP).

### 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)	2007-08	2008-09	2009-10	2010-11
<b>Economy, Environment and Land</b>		367	<b>581</b>	579	579
Coordinates GN participation and representation in resource development planning activity in the territory, as well as initiatives to improve the regulatory system related to land management. Oversee and coordinates the policy, planning and evaluation functions of the department.					
<b>Policy and Planning</b>		484	<b>313</b>	311	311
Policy and Planning provides policy support and advice to Cabinet and government departments, as well as liaising with other organizations at the policy level. This is accomplished through chairing the Policy Officials' Committee, assisting in departmental policy development, and providing an evaluation function on all Requests for Decision prior to Cabinet consideration.					
<b>Decentralization</b>		50	<b>50</b>	46	46
The decentralization function provides ongoing support and administration of decentralization; identifying and resolving challenges; and planning for an improved management and empowered decentralized public service.					
<b>Evaluation</b>		369	<b>369</b>	367	367
The Evaluation section conducts program evaluations and serves as a resource to GN departments and agencies with respect to evaluation and performance measurement.					
<b>Total, Policy, Planning and Evaluation</b>		<b>1,270</b>	<b>1,313</b>	<b>1,303</b>	<b>1,303</b>

### Priorities (2007-08)

- Monitor the status of implementation of *Pinasuaqtavut* objectives.  
**Status:** *Monitored and coordinated an update on the status of objectives.*
- Develop closer working relationships with other GN central agencies.  
**Status:** *Established a coordinated approach to sharing and monitoring information with other central agencies in the GN.*
- Develop strategies to improve program delivery and support for the decentralized offices.  
**Status:** *Conducted a decentralization assessment pilot project in Pangnirtung which includes a review of support systems and feedback from GN employees.*
- Monitor the status and targets set in the departmental Inuit Employment Plan.  
**Status:** *Departmental targets for Inuit employment been developed up to 2010.*
- Implement the evaluation policy and framework in support of GN activities.  
**Status:** *Pilirijjusivut Evaluation Framework has been developed to guide evaluations of GN programs.*
- Provide consultation services and training to support GN departmental evaluation projects.  
**Status:** *Prospectus has been developed and will be distributed to further promote technical support available in the evaluation of GN programs and services. Training workshops have been delivered on evaluation and statistical methodologies.*
- Establish a GN performance measurement system to provide assistance and support to the implementation of evaluations in areas of importance to departments.  
**Status:** *Will liaise with the Department of Finance on strategies to implement an effective performance measurement system for the GN.*

### Priorities (2008-09)

- Canvass evaluation projects in support to departmental programs and services.
- Implement strategies to improve program delivery and support for the decentralized offices.
- Establish a GN performance measurement system to enhance program and service delivery.
- Monitor the status and targets set in the departmental Inuit Employment Plan.
- Enhance the program evaluation capacity of new staff within the division.
- Coordinate GN participation in the development of the Nunavut General Monitoring Program.
- Coordinate and lead the Government's working committee on the economy, land and Environment.

## 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.

## 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, Northern Forum 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.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Aboriginal Affairs</b>		120	<b>110</b>	110	110
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 Nunavut Territory.					
<b>Circumpolar Affairs</b>		326	<b>302</b>	299	299
Represents the government in Arctic Council related issues, bilateral relations with other circumpolar organizations and governments and regions, and relations with circumpolar indigenous groups.					
<b>Devolution</b>		1,045	<b>1,065</b>	-	-
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> . Devolution leads and coordinates 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-in-principle.					
<b>Intergovernmental Affairs</b>		644	<b>533</b>	530	530
Intergovernmental Affairs is responsible for the management and development of government strategies, policies and initiatives relevant to federal, provincial and territorial relations.					
<b>Intergovernmental Relations</b>		349	<b>347</b>	344	344
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, preparation for devolution negotiations and other corporate issues as assigned.					

<b>Protocol</b>	18	<b>18</b>	17	17
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Protocol is responsible for the development of guidelines for territorial protocol and procedures to be followed at events organized by the territorial government. It is also responsible for the planning, scheduling and execution of visits by dignitaries to Nunavut.

<b>Energy Secretariat</b>	298	<b>424</b>	420	420
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The Energy Secretariat is responsible for and leads the development of a comprehensive energy strategy to deal with the territory's dependency on imported oil for heat, power and transportation. The Energy Secretariat will monitor energy related issues and to develop options and recommendations on territorial energy policy and to coordinate GN action on Cabinet level energy decisions.

<b>Total, Intergovernmental Affairs</b>	<b>2,800</b>	<b>2,799</b>	<b>1,720</b>	<b>1,720</b>
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**Priorities (2007-08)**

- Support the Premier as the host for the 2007 Western Premiers' meeting to be held in Iqaluit in July 2007.  
**Status:** *The Premier successfully hosted the Western Premier's Conference in Iqaluit.*
- Work with Canada, the NWT and the Yukon to develop a "northern vision".  
**Status:** *The Northern Vision was released in May 2007 and distributed to the Prime Minister, federal politicians and government officials with an invitation for dialogue on ways for achieving the objectives.*
- Complete the negotiations process of the Implementation Contract for the *Nunavut Land Claims Agreement*.  
**Status:** *Discussions are ongoing with Nunavut Tunngavik Incorporated and Canada.*
- Work with Nunavut Tunngavik Incorporated on advancing the priorities set out in the *Iqqanaijaqatigiit Protocol*.  
**Status:** *Work is ongoing with Nunavut Tunngavik Incorporated to advance priorities set out in the Iqqanaijaqatigiit Protocol.*
- 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:** *The official start of the International Polar Year observation period began March 1<sup>st</sup> 2007. In Canada this was marked with the funding announcement of 44 scientific projects. Of the 44 scientific research funded by the federal IPY program, 30 will take place in Nunavut.*
- Develop a comprehensive energy policy and strategy with affected departments and agencies.  
**Status:** *The Ikummatiit Energy Strategy was developed and released during the October 2007 session of the Legislature.*
- 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.

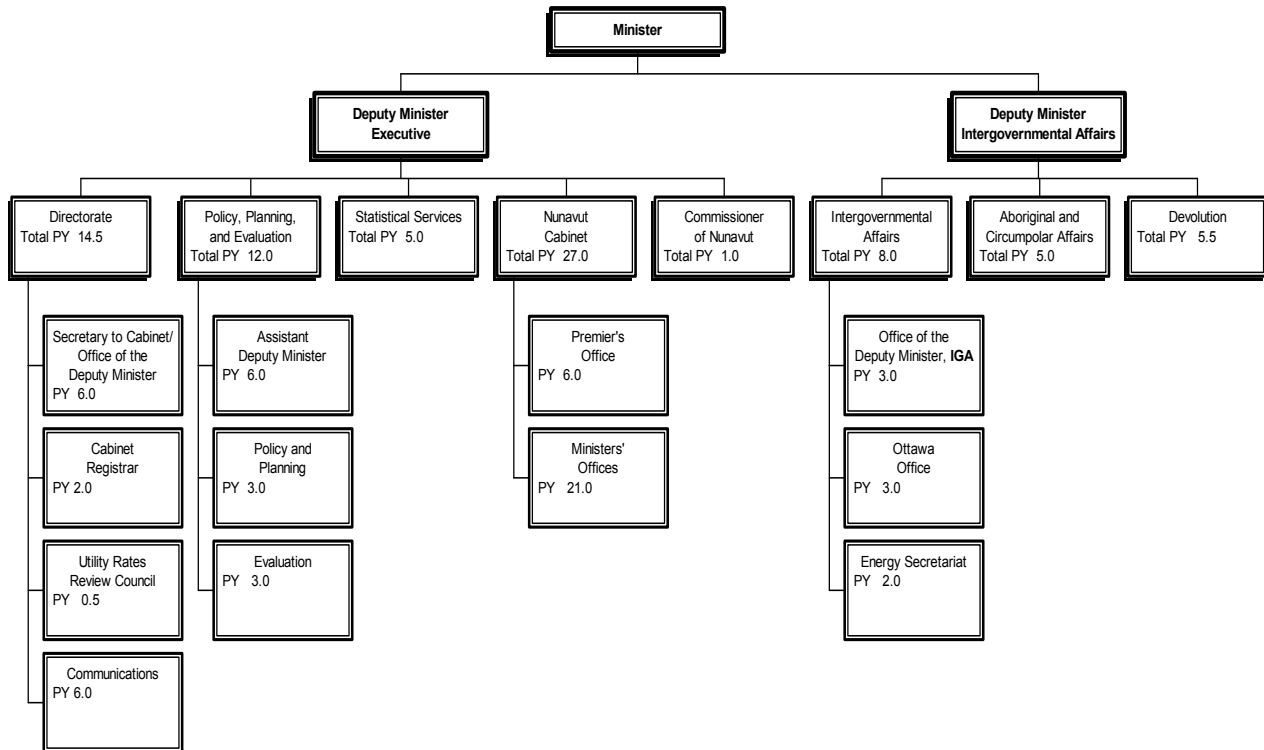
**Status:** *The federal government prepared a review on prospects for successful negotiation of a Nunavut devolution agreement. Canada has not secured a negotiation mandate and negotiations have not yet begun.*

**Priorities (2008-09)**

- Preparation and participation in the Western Premiers' Conference in Prince Albert, Saskatchewan in May, 2008.
- Contribute to the work plan for the Council of the Federation (CoF) and support the Premier in his attendance at CoF meetings including the annual meeting in Quebec City in July, 2008.
- Continue implementation work on the Northern Vision dialogue and in working groups, with a report to Northern Premiers at their meeting in NWT.
- Coordinate provincial and territorial support for the pan-Inuit training initiative.
- Participation and contribution to the work of the Northern Forum, the Arctic Council Advisory Committee and the Deputy Ministers' Committee on Circumpolar Relations in the implementation of the objectives of the Memorandum of Understanding with Greenland.
- Formalize the GN protocol process for visiting delegations and dignitaries from other jurisdictions.
- 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.
- 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.
- Achieve substantial progress toward an Agreement in Principle (AIP) on devolution, in order to complete the AIP by December 31, 2008 and a Devolution Final Agreement by December 31, 2010.
- Implement the *Ikummatiit* Energy Strategy through a coordinated approach with affected departments and agencies.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	73.0
Vote 4/5 PYs	5.0
Revolving Fund PYs	-
<b>Total PYs</b>	<b>78.0</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 co-ordinates and supports the work of Cabinet by creating the conditions under which accurate and secure information can be collected, registered, recorded, translated and distributed to the Cabinet and within the Government of Nunavut. The Executive division also supports the work of the Utilities Rates Review Council.

### **Corporate 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.

The Deputy Ministers Committee on Economy, Environment and Land Management (DMEEL) guides GN departmental participation in the growing volume of resource development activity in the Territory, as well as initiatives to improve the regulatory system related to land management.

### **Access to Information and Protection of Privacy**

This office provides GN-wide support for access to information responsibilities and requests, ensuring compliance with the ATIPP Act and in providing training and coordination on all ATIPP issues.

### **Statistics**

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

### **Communications**

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

### **Policy 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 policy advice on government policies, legislation, strategies and priorities, consistent with government and cabinet direction.

The Policy and Planning division also provides leadership and a coordinating role in policy development throughout government, chairing the inter-departmental Policy Officials' Committee. It supports the work of the Government House Leader and maintains liaison with the Financial Management Board, the Legislative Assembly and GN departments and agencies.

### **Evaluation Section**

The Evaluation section is responsible for development and provision of accurate and independent data and feedback to government. Evaluation is available to assist government departments and programs in their decision-making, planning, and implementation through good evaluation and analysis.

### **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.

### **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 and support 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.

### **Aboriginal and Circumpolar Affairs**

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

### **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.



## Financial Summary

Branch	2007 - 2008 Main Estimates		2008 - 2009 Main Estimates		2009 - 2010 Planned		2010 - 2011 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>								
Salary	1,499	13.5	1,616	14.5	1,616	14.5	1,616	14.5
Grants & Contributions	-		-		-		-	
Other O&M	669		740		718		718	
<b>Subtotal</b>	<b>2,168</b>		<b>2,356</b>		<b>2,334</b>		<b>2,334</b>	
<b>STATISTICAL SERVICES</b>								
Salary	326	3.0	430	5.0	430	5.0	430	5.0
Grants & Contributions	-		-		-		-	
Other O&M	110		148		145		145	
<b>Subtotal</b>	<b>436</b>		<b>578</b>		<b>575</b>		<b>575</b>	
<b>POLICY, PLANNING AND EVALUATION</b>								
Salary	1,104	10.0	1,202	12.0	1,202	12.0	1,202	12.0
Grants & Contributions	-		-		-		-	
Other O&M	166		111		101		101	
<b>Subtotal</b>	<b>1,270</b>		<b>1,313</b>		<b>1,303</b>		<b>1,303</b>	
<b>NUNAVUT CABINET</b>								
Salary	2,878	27.0	2,803	27.0	2,803	27.0	2,803	27.0
Grants & Contributions	-		-		-		-	
Other O&M	1,166		1,164		1,164		1,164	
<b>Subtotal</b>	<b>4,044</b>		<b>3,967</b>		<b>3,967</b>		<b>3,967</b>	
<b>COMMISSIONER OF NUNAVUT</b>								
Salary	127	1.0	127	1.0	127	1.0	127	1.0
Grants & Contributions	-		10		10		10	
Other O&M	100		90		90		90	
<b>Subtotal</b>	<b>227</b>		<b>227</b>		<b>227</b>		<b>227</b>	
<b>INTERGOVERNMENTAL AFFAIRS</b>								
Salary	1,051	8.6	890	8.0	890	8.0	890	8.0
Grants & Contributions	-		-		-		-	
Other O&M	258		432		421		421	
<b>Subtotal</b>	<b>1,309</b>		<b>1,322</b>		<b>1,311</b>		<b>1,311</b>	
<b>ABORIGINAL AND CIRCUMPOLAR AFFAIRS</b>								
Salary	253	5.0	257	5.0	257	5.0	257	5.0
Grants & Contributions	90		90		90		90	
Other O&M	103		65		62		62	
<b>Subtotal</b>	<b>446</b>		<b>412</b>		<b>409</b>		<b>409</b>	

Department of Executive and Intergovernmental Affairs

Branch	2007 - 2008 Main Estimates		2008 - 2009 Main Estimates		2009 - 2010 Planned		2010 - 2011 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DEVOLUTION</b>								
Salary	552	5.0	621	5.5	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	493		444		-		-	
<b>Subtotal</b>	<b>1,045</b>		<b>1,065</b>		-		-	
<b>TOTAL</b>	<b>10,945</b>	<b>73.1</b>	<b>11,240</b>	<b>78.0</b>	<b>10,126</b>	<b>72.5</b>	<b>10,126</b>	<b>72.5</b>

## **APPENDIX II - Decentralization Report**

The division of Policy, Planning and Evaluation in Executive and Intergovernmental Affairs provides ongoing support and monitoring of decentralization to:

- assess costs and impacts on service delivery;
- identify and resolve challenges;
- plan for an improved management and empowered decentralized public service through ensuring adequate funding is available for travel, communications, information technology and training budgets;
- identify and address the specific training needs of decentralized employees; and
- identify and address inconsistencies in operational requirements and develop a strategic plan for improvement

The department is planning an annual Decentralization Planning and Reporting meeting for 2008 to provide an update on the status of decentralization in Nunavut.

### **Accomplishments**

- Have coordinated 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**

**2008-2009**

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## INTRODUCTION

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

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

Key departmental responsibilities include: coordinating the budget development process for the GN; 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

*To provide direction and leadership to the Government of Nunavut to ensure fiscal responsibility and to create a secure base for Nunavut's economic growth, while promoting and maintaining public confidence in the prudence, accuracy and integrity of government financial operations.*

### Our Vision

*Our vision is of a territory in which priorities are developed and pursued to maximize the use of the territory's fiscal resources in harmony with the principles of Inuit Qaujimajatuqangit and the expectations of its citizens and where Nunavummiut have meaningful choices for economic participation.*

### Our Principles and Values

The Department of Finance has adopted the following set of principles and values that flow naturally from the practice of responsible government, and contribute to fulfilling the government's four overarching goals that were confirmed in *Pinasuaqtavut 2004-2009*: Healthy Communities, Simplicity and Unity, Self-Reliance and Continuing Learning.

#### Transparency

Residents of Nunavut have the right to open and full disclosure regarding the government's financial position, transactions and expenditures, to the extent allowed by the *Financial Administration Act*, and the *Access to Information and Protection of Privacy Act*.

#### Accountability

We are accountable, through the Legislative Assembly, to the residents of Nunavut for the conduct of our financial responsibilities.

## **Fiscal Responsibility**

We will operate within our financial means.

## **Equality**

All Nunavummiut should receive every opportunity to benefit, directly and indirectly, from dollars spent by the government.

## **Financial Stewardship**

We have a responsibility to acquire, utilize, protect and retire resources using the most effective and economic means available.

## **Working together**

We are committed to consensus leadership, public participation and the incorporation of Inuit Qaujimajatuqangit principles into the working environment of the Department of Finance.

## **Language Services**

The Department of Finance is committed to the use and promotion of the government's language services guidelines. We interact with Nunavummiut on a daily basis in their language of choice.

Annually, the department produces the Budget Address, Main Estimates, Capital Estimates, Supplementary Appropriations, Business Plans, Interim Financial Reports, and the Public Accounts in English and Inuktitut. The department continues to accommodate any request for service in all four languages to the best of its ability.

The department has been working with the Department of Culture, Language, Elders and Youth to use financial terminology consistently in all public documents.

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

Our principles and values 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 and opportunities of the territory. The Department of Finance is committed to adopting the four goals set out in *Pinasuaqtavut*.

### **Healthy Communities**

The Department of Finance 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 infrastructure. The importance of healthy communities is clearly reflected by our support of projects that will improve the quality of life of Nunavummiut such as the construction and renovation of community halls, arenas, schools and health centres. We will continue to play a pivotal role in determining and producing sound, viable, financing methodologies including accessing federal funding programs for these initiatives that contribute to healthy communities.

### **Simplicity and Unity**

The department manages Nunavut's financial resources responsibly by acting decisively on the recommendations of the Auditor General of Canada and Legislative Assembly 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.

A major initiative that was undertaken to address the concerns of the Auditor General was the recentralization of financial positions from the departments of Health and Social Services and Executive and Intergovernmental Affairs to the Department of Finance. The challenges associated with recentralization are being evaluated to ensure that any future recentralization initiatives address concerns that were identified during the first phase. The recentralization initiative clearly contributes to Simplicity and Unity across the government.

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 simplifies 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. One of the goals of implementing the Nunavut Financial Information Systems (NFIS) Report is to simplify the overall systems across public agencies.

Finance has developed training materials and presented workshops for staff in the departments to ensure that the general principles of financial management and government accounting are readily understood and can be applied in a simple and straight-forward manner. As well, the department has developed a number of processes that provide a unified approach across the GN for developing budgets, including the introduction of modified accrual based budgeting for fiscal year

2007-08, monitoring and reporting budgetary variances on a monthly basis, 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 monitoring 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 unique needs and circumstances of our territory are accurately conveyed when the parameters for funding levels are developed for federal/territorial funding arrangements.

In light of the June 2007 release of the *Mayer Report on Nunavut Devolution*, the Department of Finance continues to play a significant role in the preparation for devolution negotiations with the federal government. As outlined in that report, addressing the GN's capacity issues is key to moving forward with devolution. The Department of Finance will specifically work to ensure that any future devolution agreement results in a net fiscal benefit to Nunavut and 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 2006-07, 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. Finance will ensure that this enhanced financial reporting continues in fiscal year 2008-09 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 2008-09. Under direction from the Internal Audit Committee, IAS continues to contribute to self-reliance through: increased liaison with the Office of the Auditor General (OAG); a strengthened, risk assessment based, 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 (IEP) and recognizes that learning is a lifelong process. Raising Inuit employment levels will strengthen the provision of the services we provide in Inuktitut.

In 2008-09, we will be working with other jurisdictions to develop Inuit specific training programs for financial positions. In addition, we are reviewing our recruitment and retention strategy with a goal to begin implementation in 2009-10.

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%.

As a short term goal, from years 2005-10, Finance has a target of 50% representation within the department. To attain this goal, more efforts will be focused on career progression, staff development and promoting internship programs.

As of March 2005, Finance was at 38% representation and is expected to reach 50% in all job categories by the end of the 2009-10 fiscal year.

### **Departmental Inuit Employment Initiatives**

The Department of Finance has an internally funded Financial Internship Program (FIP) consisting of up to five interns. 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; 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.

An Accounting Certificate Program is offered in conjunction with Algonquin College. This program is open to all staff within the Government of Nunavut. We have had three beneficiaries successfully complete this program. Currently, 11 beneficiaries have completed 75% of the required courses and an additional 14 beneficiaries have recently started the program.

## Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>183</b>		<b>205</b>	
Total Filled Positions	129	70	162	79
Total Vacancies	54	30	43	21
Total Beneficiaries	56	44	80	49
<b>Total Executive Positions</b>	<b>4</b>		<b>4</b>	
Total Filled Executive Positions	4	100	3	75
Total Vacant Executive Positions	-	-	1	25
Total Beneficiaries in Executive Positions	1	25	1	33
<b>Total Senior Management Positions</b>	<b>15</b>		<b>12</b>	
Total Filled Senior Management Positions	9	60	10	83
Total Vacant Senior Management Positions	6	40	2	17
Total Beneficiaries in Senior Management Positions	-	-	1	10
<b>Total Middle Management Positions</b>	<b>37</b>		<b>38</b>	
Total Filled Middle Management Positions	21	57	29	76
Total Vacant Middle Management Positions	16	43	9	24
Total Beneficiaries in Middle Management Positions	3	14	6	21
<b>Total Professional Positions</b>	<b>34</b>		<b>33</b>	
Total Filled Professional Positions	26	76	28	85
Total Vacant Professional Positions	8	24	5	15
Total Beneficiaries in Professional Positions	7	27	11	39
<b>Total Paraprofessional Positions</b>	<b>76</b>		<b>100</b>	
Total Filled Paraprofessional Positions	61	80	78	78
Total Vacant Paraprofessional Positions	15	20	22	22
Total Beneficiaries in Paraprofessional Positions	39	64	50	64
<b>Total Administrative Support Positions</b>	<b>17</b>		<b>18</b>	
Total Filled Administrative Support Positions	8	47	14	78
Total Vacant Administrative Support Positions	9	53	4	22
Total Beneficiaries in Administrative Support Positions	6	75	11	79

## ENVIRONMENTAL SCAN

Over the course of 2007-08, a review of the organizational structure of the Department of Finance was undertaken. Opportunities to better reflect and solidify current reporting relationships were identified and the new organizational structure illustrates the underlying rationale. The objectives of each division were analyzed and the divisions were subsequently grouped into one of three broad and overlapping categories:

- Forward looking divisions are included in Policy and Planning and include the new functions of communications and business planning to strengthen the department's assessment, evaluation and communication capacity;
- Current operations are included in Financial Management and consist of Corporate Services and Expenditure Management; and
- Historical financial affairs are represented by Comptrollership and its tracking and reporting functions.

The Internal Audit Services Branch retains its direct reporting relationship with the Deputy Minister.

During the 2008-09 fiscal year, we will continue to focus on developing a responsible and responsive financial framework for the conduct of government business. As well, to ensure that the GN maintains an accurate account of all of its expenditures, the department will concentrate on refining basic accounting infrastructure and providing training and direction to the departments, boards and agencies that rely on it in their day-to-day operations.

The improvement of overall financial management is crucial to the implementation of basic controls within government. The Department of Finance is continuing the implementation of its 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 Office of the Auditor General (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 and has provided a new focus to financial management in Nunavut.

Work is continuing to reengage public agencies to ensure that financial statements are prepared in a timely and efficient manner and to include public agencies in the review of financial information systems. Throughout fiscal year 2007-08, the Crown Agency Council continued 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. Milestones achieved during 2007-08 included: the inclusion of the budgets and corporate plans of public agencies into the GN's own budgetary documents; Financial Management Board approval of the budgets for public agencies; and a greatly enhanced reporting relationship between the GN and its public agencies. 2008-09 will see this spirit of collaboration mature through a new relationship model and a continued emphasis on strengthening the financial management and reporting of our public agencies.

## *Department of Finance*

The department will continue to enhance the delivery of financial services to Nunavummiut by incorporating a shared service approach to all centrally administered services. The recentralization initiative is now in the evaluation phase; our continued efforts to strengthen financial management, through the development of centres of expertise for service delivery, will benefit from the lessons we have learned.

To ensure that sound financial decisions are made over time, the GN is transitioning to a three year financial planning horizon. As well, the GN has initiated work 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. 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 is a key contributor to the overall investment and debt management strategy for the GN. This allows for improved cash management and the ability to project cash flows, and generate revenue from investment of surplus cash.

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. A large share of the GN's budget is allocated, directly and indirectly, to purchase a significant proportion of the oil that is consumed in Nunavut. The cost of oil itself has reached all time highs and any increase impacts on the GN's operations.

The GN has adopted a hedging policy in order to utilize financial hedging instruments to limit the impact of adverse movements in fuel prices and to share in the benefit of favourable movements. To minimize risk to the government, this is limited to exchange-traded options contracts on the New York and Chicago Mercantile Exchanges. The hedging policy 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 an unconditional 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 short-term. The GN in association with the federal government has now finalized the regulations associated with the new Territorial Formula Financing (TFF) Agreement. This new, stable funding formula ensures that we will have the fiscal capacity to start closing the gap between the current level of service delivered to Nunavummiut and those afforded to other Canadians.

Federal Budget 2007 also provided \$23 million to Strengthen Financial Management in Nunavut. Of this, \$15 million will be used to create an efficient and effective business computer network. The existing network will be enhanced from workstation to building, through the community and indeed throughout the territory and the rest of Canada. The remaining \$8 million will be used to strengthen the accountability framework and to facilitate the timely preparation of Nunavut's Public Accounts.

Finance is also continuing to work with other departments to pursue a devolution agreement with the federal government. The federal government controls the revenue generated from developed



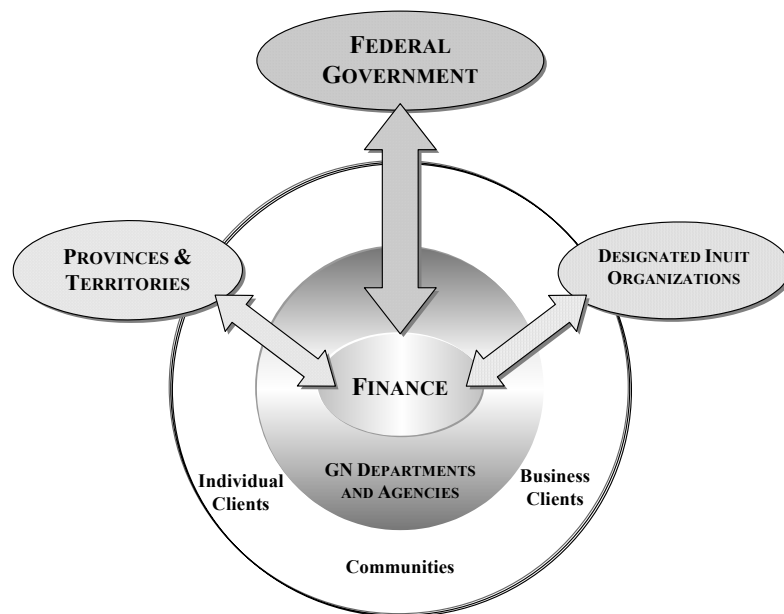
Crown lands in Nunavut. This is not the case in the provincial jurisdictions and the Yukon Territory. Devolution would provide Nunavut with control and the opportunity to collect royalties from its natural resources.

The management of fiscal resources 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 (Figure 1). 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**

The Department of Finance continues to build on the strengths that it has developed over the last year, through aggressive reformation, by aligning those strengths with opportunities that are available in 2008-09 to address issues that are critical to the continued success of the department.

- Assessment of the current management accountability framework and its adequacy in assessing management's performance in financial management and to develop a practical performance measurement model.
- The evolution of the business planning and main estimates cycle to move to a three-year, accrual-based model, on a consolidated basis, to allow for direct comparison with the Public Accounts.
- Carefully monitor funding that was received under federal Budget 2007, particularly the Territorial Formula Financing (TFF) Agreement, to ensure that funds are adequate, managed properly, and that the benefits to Nunavummiut are on par with benefits to the rest of Canada.
- A continued role, through the Crown Agency Council, in the governance, financial management and reporting of public agencies.
- Implementation of measures to streamline the Nunavut Financial Information Systems (NFIS) and business network using, in part, the \$23 million for Strengthening Financial Management.
- Continued support to the Department of Executive and Intergovernmental Affairs with respect to issues surrounding the devolution of federal authority over lands and resources in Nunavut.
- The department will continue to work closely with the Department of Human Resources to help foster the development of a positive labour relations environment for the GN and its employees.
- Continued emphasis on risk management and loss prevention including the integration of risk assessment within the Internal Audit planning process and the eventual introduction of an Enterprise Risk Management regime.

## CORE BUSINESS

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

	Budget (\$000)			
	2007-08	2008-09	2009-10	2010-11
Advisory and Administrative	1,767	<b>1,755</b>	1,755	1,755
Policy and Planning	3,399	<b>3,532</b>	3,532	3,532
Financial Management	3,595	<b>3,177</b>	3,177	3,177
Internal Audit Services	1,173	<b>1,148</b>	1,148	1,148
Comptrollership	14,401	<b>13,924</b>	13,924	13,924
Centrally Administered Funds	29,751	<b>30,620</b>	30,620	30,620
<b>TOTAL</b>	<b>54,086</b>	<b>54,156</b>	<b>54,156</b>	<b>54,156</b>

### Advisory and Administrative

The Advisory and Administrative line of business includes the directorate program. The directorate provides overall direction in the delivery of Department of Finance programs.

#### Objectives

- Provide the Minister of Finance and the Financial Management Board (FMB) with support and advice to maintain a sound GN fiscal position while supporting Nunavut's goal of self-reliance.
- Provide a leadership role to all deputy heads across the GN.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Directorate</b>		1,767	<b>1,755</b>	1,755	1,755
The Directorate coordinates the senior management of the department and ensures that the department fulfills its mandate. It provides leadership, monitors goals and objectives, and ensures that priorities and directives are followed. The Deputy Minister serves as the Secretary of the Financial Management Board (FMB).					
<b>Total, Advisory and Administrative</b>		<b>1,767</b>	<b>1,755</b>	<b>1,755</b>	<b>1,755</b>

#### Priorities (2007-08)

- Continue with implementation of the action plan for strengthening financial management across departments and public agencies.  
**Status:** *Ongoing. 2007-08 activities are tracking as per the implementation plan while 2008-09 activities are expected to roll out as forecast.*

## Department of Finance

- Assess the current management accountability framework and its adequacy in assessing management's performance in financial management and develop a practical performance measurement model.

**Status:** *Ongoing. It has been determined that the practical performance measurement model that is used to assist in assessing performance is adequate and relevant. Finance continues to monitor and assess the adequacy of the current management accountability framework.*

### Priorities (2008-09)

- Maximize the implementation of the \$23 million announced in Federal Budget 2007 for Strengthening Financial Management: through the finalization of a strengthened accountability model; assisting the production of the Public Accounts through added supports; and creating a government business network that is robust enough to adequately support the GN's financial information system and all peripheral systems.
- Continue to develop the GN's financial credibility through increased consultation and collaboration with Provincial/Territorial colleagues, Federal Finance and the Office of the Auditor General.
- Solidify the backbone of the Department of Finance and ensure that there is a stable planning and operational basis from which to further enhance and assist the financial health of the Government as a whole.
- Strengthen financial management through an enhanced role for the Internal Audit Committee (IAC) in providing oversight and counsel with respect to financial and audit matters in the territory.

## Policy and Planning

The Policy and Planning line of business includes Corporate Policy, Fiscal Policy, and Liquor Management programs. Policy and Planning provides policy support to the Minister, supports the Crown Agency Council (CAC) in its role of providing advice to Cabinet with respect to Nunavut's public agencies, administers the tax system, supports the Nunavut Liquor Commission and is responsible for liquor enforcement and inspections.

### Objectives

- Recommend improvements to legislation and policies that are relevant to the financial administration of the GN and its public agencies.
- Effectively and efficiently administer the tax system ensuring that it is fair, socially progressive, fiscally prudent and economically competitive compared to other jurisdictions within Canada.
- Promote risk management across the GN to ensure that all risks are identified, measured and mitigated.
- Foster an environment of trust with respect to liquor control by cooperating with GN departments, licensees and other agencies to educate the public about responsible consumption of alcohol and provisions of the *Liquor Act* and regulations.

- Monitor and manage the Formula Financing Agreement and other fiscal transfer arrangements to maximize benefits to the GN.
- Provide advice on the fiscal implications of existing GN policies and proposed initiatives to facilitate sound decision making.
- Provide fiscal and economic analyses, updates and information to help chart the future health of Nunavut's economy.
- Through the Crown Agency Council, continue to provide the liaison, assistance and guidance to public agencies.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Fiscal Policy</b>		1,517	<b>1,493</b>	1,493	1,493
Fiscal Policy includes taxation and the administration and management of the territory's Formula Financing Agreement with the federal government. The program develops and implements policy and legislation covering all aspects of taxation within the territory. It also collects tax revenues from registrants and follows up with taxpayers to ensure compliance and best practices and co-manages the Nunavut Child Tax Benefit Program. In addition, the program develops the Government of Nunavut's overall strategic financial framework and monitors its performance relative to financial trends in jurisdictions that influence the government's current fiscal position. It provides advice on fiscal policy issues taking effectiveness, efficiency and affordability into consideration.					
<b>Corporate Policy/Crown Agency Council</b>		1,519	<b>1,670</b>	1,670	1,670
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 Crown Agency Council (CAC). Corporate Policy 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. Corporate Policy also includes the risk management function including property and liability insurance coverage for Government of Nunavut assets and employees, and risk management planning to reinforce principles of loss prevention.					
<b>Liquor Enforcement and Inspections</b>		363	<b>369</b>	369	369
Liquor Enforcement and Inspections is responsible for the enforcement of the <i>Liquor Act</i> and its regulations through inspections of licensed liquor establishments and special occasions involving alcohol. The program is responsible for the implementation of the Nunavut Liquor Licensing Board's decisions and directives.					
<b>Nunavut Liquor Commission</b>					
The Nunavut Liquor Commission is established by the Minister responsible under Part 2, Section 56(2) of the <i>Liquor Act</i> . Acting under the direction of the Minister, the Commission is responsible for the purchasing, warehousing and distribution of all alcohol products in the Territory of Nunavut.					
<b>Total, Policy and Planning</b>		<b>3,399</b>	<b>3,532</b>	<b>3,532</b>	<b>3,532</b>

#### Priorities (2007-08)

- Co-ordinate departmental and public agency input into the 2007-08 GN Budget.  
**Status:** Complete. Public Agency budgetary information is now regularly included in or with the GN budget documents and will continue to be into the future.

## Department of Finance

- Provide accurate revenue projections for the GN.  
**Status:** *Complete. Revenue projections for the next five years are now included in the GN's fiscal plan.*
- Monitor performance of the economy and provide the GN with a semi-annual economic outlook for the territory.  
**Status:** *Complete. Although provided in 2006-07, the department is returning to a once-yearly economic update. This is due to the unavailability of hard economic data as well as the practicality of the infancy of Nunavut's current economy.*
- Reach an adequate TFF agreement with the Government of Canada.  
**Status:** *Complete.*
- Provide support on all financial aspects of devolution.  
**Status:** *Ongoing. A position has been identified to be devoted to devolution-related duties.*
- Continue to assist in the growth and maturity of public agencies in the territory through CAC;  
**Status:** *Ongoing. This priority is an ongoing objective of the division.*
- Identify and develop a pilot project for the implementation of the Enterprise Risk Management (ERM) planning process in other departments.  
**Status:** *Ongoing. The pilot project has been implemented in the Department of Finance. We are working with the Airport Division of the Department of Economic Development and Transportation and with the Department of Health and Social Services to implement ERM within those departments.*
- Continue efforts to build a government-wide risk financing plan with the assistance of the OAG.  
**Status:** *Outstanding. A proposal will be completed early in 2008.*
- Have the Risk Management Policy Statement adopted by Cabinet in the fall of 2007;  
**Status:** *Complete. A GN-wide Risk Management policy has been adopted.*
- Continue to improve computerized tax revenue systems.  
**Status:** *Complete. We have implemented a continuous improvement strategy for our computerized tax revenue systems.*
- Build on the foundation of trust and expertise in the delivery of violations under the *Liquor Act*.  
**Status:** *Ongoing. Training for inspectors and licensees is planned to develop strong working relationships.*
- Hold a workshop with licensees to ensure they understand their duties and responsibilities under the *Liquor Act* and regulations.  
**Status:** *Ongoing. A meeting was held with licensees in early 2007 and these meetings will be held annually.*
- Improve and strengthen the purchasing function in order to address issues concerning quality, the increase in demand, and customer satisfaction.  
**Status:** *Ongoing. The Nunavut Liquor Commission continues to improve its customer service functions. Improvements in inventory control will result in improved service.*

- Develop how-to manuals for Alcohol Education Committees (AEC) in communities and ensure better communication and coordination with staff and Nunavut Liquor Management.  
**Status:** *Complete. Manuals have been developed and a communication plan is being developed to distribute materials to Alcohol Education Committees and facilitate an AEC workshop that will bring committee members together to discuss challenges and identify best-practices.*
- Improve interaction and communication with licensees on the *Liquor Act* with an aim to reduce issues and violations.  
**Status:** *Complete. Our Liquor Inspectors continue to build solid relationships with licensees based on the mutual belief that alcohol should be used responsibly.*

### **Priorities (2008-09)**

- Closely monitor the factors and inputs into TFF to ensure that Nunavut continues to receive its fair share of funding from Canada.
- Strengthen the bond between public agencies and the government through enhanced relationship models, increased management reporting from public agencies and strengthened management and financial practices.
- Develop and maintain close ties with our territorial colleagues, provinces and the federal government with a particular emphasis on strengthening the policy relationship between the Department of Finance and Finance Canada.
- Develop implementation and communication plans to facilitate the roll out of Enterprise Risk Management.
- Coordinate with the Department of Justice and the Liquor Licensing Board to develop a consultation plan for the review of the *Liquor Act*.
- Review the operations of the Nunavut Liquor Commission to improve operations, customer service and financial responsibility.

## **Financial Management**

The Financial Management line of business covers the Corporate Services and Expenditure Management programs. Financial Management provides administrative and human resource management, provides analysis, assesses requests and provides recommendations to the Financial Management Board (FMB), manages the annual budget development process, and provides the treasury function.

### **Objectives**

- Support the Department of Finance and other GN departments through the provision of efficient and effective corporate services.
- Ensure sound financial decision making throughout the GN through the provision of timely, accurate and meaningful financial management tools such as the Capital and Main Estimates and the Fiscal Plan.
- Administer the cash resources, borrowing programs, and all investment and debt management activities of the government to ensure fiscal responsibility.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Corporate Services</b>		2,206	<b>1,841</b>	1,841	1,841
<p>Corporate Services provides financial and administrative support to the Departments of Finance and Executive and Intergovernmental Affairs, including the Offices of the Premier, the Cabinet Ministers, and the Commissioner of Nunavut. This program provides the following support to both departments: human resource support, planning and evaluation; budget development, analysis and control; and departmental financial accounting and payment services. The coordination and implementation of the Financial Internship Program, leading the Inuit Qaujimajatuqangit initiatives, and management of the Centrally Administrated Funds Branch are other services provided by Corporate Services.</p>					
<b>Expenditure Management</b>		1,389	<b>1,336</b>	1,336	1,336
<p>Expenditure Management coordinates, facilitates and provides policy and financial direction to the Government of Nunavut 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 administrative support, is provided to the Financial Management Board and to Government of Nunavut departments and public agencies. 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.</p>					
<b>Total, Financial Management</b>		<b>3,595</b>	<b>3,177</b>	<b>3,177</b>	<b>3,177</b>

**Priorities (2007-08)**

- Resume negotiations with Algonquin College to run an Accounting Diploma Program in Nunavut.  
**Status:** *Complete. Approval has been received from Algonquin College to deliver a Diploma Program.*
- Work with the Certified General Accountants' Association of Canada (CGAA) to have them support advanced accounting training in Nunavut.  
**Status:** *Outstanding. We will continue to work with the CGAA to have our Nunavut courses listed as equivalents.*
- Pursue the recruitment of board members to establish an Aboriginal Financial Officers Association (AFOA) chapter in Nunavut.  
**Status:** *Ongoing. Interest in establishing a chapter of the Aboriginal Financial Officers' Association is growing and we will continue to support that interest.*
- Continue to work with the Department of Human Resources to implement the comprehensive training and development strategy for accounting training in Nunavut.  
**Status:** *Complete. The strategy will be used as a guide to support our goal of a made in Nunavut accounting training program.*
- Through the newly formed IQ Committee, implement the guiding principles of IQ within the department.  
**Status:** *Ongoing. The IQ committee is now well developed.*



- Invest GN surplus cash as per the GN Investment Policy.  
**Status:** *Complete.*
- Provide the GN with accurate debt projections on a quarterly basis.  
**Status:** *Complete. Debt projections, including public agencies are included in the quarterly update to the GN's five year fiscal plan.*
- Review the existing Business Plan process for implementation of the following changes:
  - a multi-year approach;
  - a GN-wide plan; and
  - the inclusion of performance measurement.**Status:** *Ongoing. 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. The 2008-09 business plans will include projected three-year expenditure requirements for programs and services for each department.*
- Strengthen the existing variance reporting process by providing more detailed financial information to decision makers.  
**Status:** *Complete. The variance reporting process includes more detailed information on departmental expenditures for both O&M expenditures and person-year usage. Variance reporting has been changed from quarterly to monthly reporting in 2007-08 for both Capital and O&M expenditures.*
- Finalize the implementation process for accrual-based budgeting on a fully consolidated basis for 2008-09.  
**Status:** *Ongoing. The Introductory Section of the 2007-08 Main Estimates included summary financial statements prepared using the accrual-based budgeting method on a non-consolidated basis for information purposes. Amortization expenses will be included in the departmental summary section of the 2008-09 Main Estimates as a non-voted expenditure.*
- Develop an Expenditure Management Handbook that will include all budget development processes and will be used as a training and development tool.  
**Status:** *Complete. The Expenditure Management Handbook has been developed and will be implemented as a training and development tool in 2008-09.*

### **Priorities (2008-09)**

- Continue to work with the Department of Human Resources to implement the comprehensive training and development strategy for accounting training in Nunavut including inter-jurisdictional training programs for finance professionals.
- Develop and implement a strategic plan to support GN departments in their efforts to build strength within their corporate services divisions.
- Review the existing Business Plan process for the transition to a multi- year performance measurement planning model.
- Finalize the implementation process for accrual-based budgeting on a fully consolidated basis for 2008-09.

- Strengthen the budget development process by:
  - Including all revenue streams and their nominal cash flows, including third party funding (vote 4/5); and
  - Reconciling the Main Estimates to actual revenues and expenditures reported in the Public Accounts on an annual basis.

## Internal Audit Services

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

### Objectives

- Provide audit and consulting support for GN departments and public agencies, prioritized by highest risk and vulnerability, through the implementation of an annual risk assessment based audit plan.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Internal Audit Services</b>		1,173	<b>1,148</b>	1,148	1,148
Internal Audit Services supports the departments and public agencies of the Government of Nunavut by providing independent audit and consulting activities in a manner designed to add value and improve operations. Its activity helps the Government of Nunavut 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>1,148</b>	<b>1,148</b>	<b>1,148</b>

### Priorities (2007-08)

- Develop a long range internal audit plan set on risk assessment based auditing connected to the risk profile of the GN and public agencies in Nunavut.  
**Status:** *Complete. A long-range risk assessment based internal audit plan has been developed.*
- Increase audit time at the regional centres.  
**Status:** *Ongoing. This will continue to support Strengthening Financial Management, and will be based on our new risk assessment based audit strategy.*
- Encourage more frequent communication between the GN and the OAG.  
**Status:** *Ongoing. This will continue to support Strengthening Financial Management.*
- Closely monitor the OAG's reports to the Legislative Assembly and implement its recommendations in the internal audit plan.  
**Status:** *Ongoing. This will continue to support Strengthening Financial Management.*
- Implement audit software to increase efficiency and effectiveness and conduct associated training.  
**Status:** *Complete. TeamMate audit software implementation was completed and associated training of employees was delivered.*

- Evaluate our reporting structure, including independence of the Internal Audit Committee as recommended by the OAG.

**Status:** Complete. Revised terms of reference and operating mandate have been approved for the Internal Audit Committee.

**Priorities (2008-09)**

- Fully implement the use of risk assessment for formulating the Annual Audit Plan.
- Perform an external and internal quality review of our Internal Audit Services Branch operations to ensure that they are current and in compliance with professional standards on quality assurance.

**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 and 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)	2007-08	2008-09	2009-10	2010-11
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**Accounting Policy and Financial Systems Management**

2,909	<b>2,352</b>	2,352	2,352
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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 Financial Administration Manual (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 used in the processing and recording of revenues and expenditures as well as financial reporting. These systems include: FreeBalance; Personality 2000 (P2K); Access Direct; Purchasing Card System; Crystal Reporting; User Defined Report systems; and other financial software as required.

**Financial Reporting and Controls** 1,733 **1,736** 1,736 1,736

Financial Reporting and Controls has the responsibility for government-wide maintenance of internal accounting controls and ensuring the accuracy, compliance and completeness of accounting records. This program is accountable for the preparation and publication of the annual Public Accounts, as required in the *Financial Administration Act*, and 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 Office of the Auditor General (OAG) for the annual financial audit of the Public Accounts.

**Financial Operations** 2,596 **2,536** 2,536 2,536

Financial Operations provides leadership to Government of Nunavut 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 and payment accounting functions.

**Compensation and Benefits** 1,916 **1,945** 1,945 1,945

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 Accounting Policy and Financial Systems Management. The program also addresses compensation and pension administration issues.

**Regional Financial Services** 5,247 **5,355** 5,355 5,355

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** 14,401 **13,924** 13,924 13,924

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**Priorities (2007-08)**

- 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.  
**Status:** *Complete. A standard for financial signing authorities has been implemented across the GN. Information workshops and training will be provided during fiscal 2008-09.*
- Develop a plan to facilitate payment to vendors through EFT (Electronic Fund Transfer) or direct deposit to their bank accounts.  
**Status:** *Complete. Direct deposit for employees and vendors is now available.*
- 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.  
**Status:** *Complete. Reporting processes are finalized and have been implemented in all departments and territorial corporations.*

- Complete a review and analysis of GN financial systems for all departments and public agencies and recommend appropriate enhancements with supporting business cases.  
**Status:** *Ongoing. A review of GN financial systems has been completed and the resulting recommendations will be analyzed and, where appropriate, gradually implemented over the next few years, subject to budget funding.*
- Update and close the gaps of the FAM and develop a financial administration procedures manual.  
**Status:** *Ongoing. A review and update of the more than 100 FAM directives and regulations is underway and is approximately 75% complete. A financial procedures manual is being developed as part of this process and will be finalized during 2008-09.*
- Continue to develop the payroll and human resource system of P2K and implement the self-service module.  
**Status:** *Ongoing. The self-service module has been implemented. Further training of the Leave and Attendance module is planned for 2008-09. Phase 2 of the implementation plan is now underway and this will include a three-year staggered implementation.*
- 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.  
**Status:** *Outstanding. We will continue to investigate this as part of ongoing efforts to strengthen financial management and capacity building in the Territory.*

#### **Priorities (2008-09)**

- Continue to research the potential for further restructuring of financial transaction processing within a shared services model and the possibility of the creation of centres of expertise as recommended in the OAG's 2005 Report and in the Review of GN Financial Structures Report dated April 2006.
- Develop a comprehensive plan to provide on-going updates and training related to FAM, financial procedures, FreeBalance and P2K.
- Develop and begin implementing a strategic plan for enhancement and on-going development of GN financial systems and processes resulting from the Nunavut Financial Information Systems (NFIS) final report.
- Continue to improve the integrity of financial information by increasing the competency capacity in the maintenance of the general ledger.
- Continue to improve the GN Financial Reporting processes by implementing more comprehensive quality assurance processes for departments and territorial corporations to improve the completeness and timeliness of the non-consolidated and consolidated financial statements.

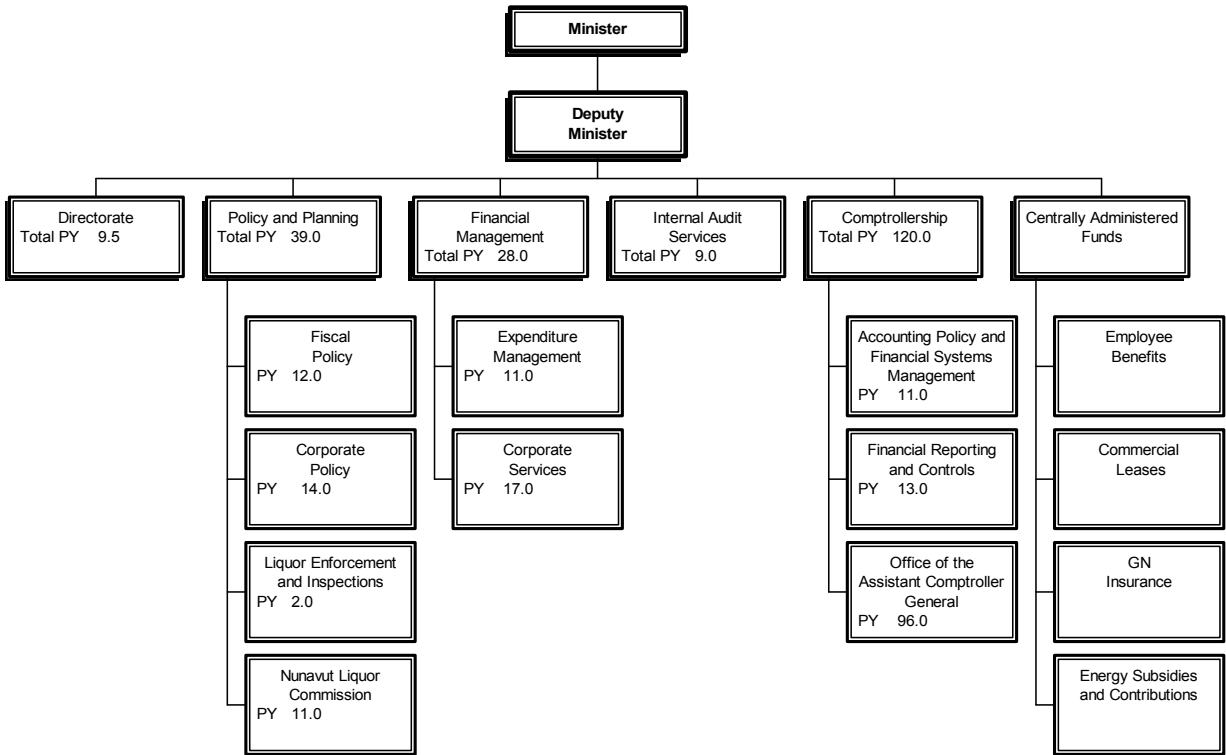
## Centrally Administered Funds

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 Nunavummiut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Employee Benefits</b>		9,731	<b>9,949</b>	9,949	9,949
Employee Benefits provides funding for dental and Workers' Compensation Board premiums, medical travel and other benefits for Government of Nunavut employees.					
<b>Capital Leases</b>		10,451	<b>9,947</b>	9,947	9,947
Capital Leases provides the interest and amortization payments for the Government of Nunavut's leased office buildings that were acquired as part of the Nunavut Incremental Infrastructure program, as well as the Arviat Health Centre and the Winnipeg Boarding Home. It also pays the interest on the mortgage for the Sivummut Building in Iqaluit.					
<b>GN Insurance</b>		3,430	<b>3,524</b>	3,524	3,524
GN 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	<b>7,200</b>	7,200	7,200
Energy Subsidies and Contributions provides equitable power rates throughout Nunavut to residential customers to encourage private home ownership and to small commercial enterprises to support the development of local business.					
<b>Total, Centrally Administered Funds</b>		<b>29,751</b>	<b>30,620</b>	<b>30,620</b>	<b>30,620</b>

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	194.0
Vote 4/5 PYs	0.5
Revolving Fund PYs	11.0
<b>Total PYs</b>	<b>205.5</b>

## Departmental Roles

Finance has a budget of \$54.2 million dollars and 205 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; 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; developing policy direction in financial administration; and providing Internal Audit Services for the GN.

### 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 Financial Management Board (FMB).

Key functions:

- Provide overall management capacity for the department in order to ensure Finance meets its goals, objectives and priorities; and
- 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 provides policy direction to the GN to ensure that financial resources are managed in an effective and efficient manner, and provides 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.

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 enforcement function, is responsible for the support and administration of the *Liquor Act* and its regulations. It is responsible for the inspection of establishments and special events when liquor is involved.

The Nunavut Liquor Commission, established under the *Liquor Act*, is responsible for the purchase, transportation, storage, and sale 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:

- 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;



- Provides support to the Crown Agency Council which was established by Cabinet to optimize the management of the GN's public agencies;
- Develop internal policies and procedures and provide policy advice;
- Prepare the Budget Address and fiscal updates;
- In conjunction with EIA, coordinate the review and delivery of the annual departmental business plans;
- Prepare the department's business plan;
- Implement the communications strategy of the department;
- Manage existing tax and revenue programs, as well as provide analysis and recommendations regarding future policy options;
- Manage the risk management function for the GN;
- Ensure the lawful purchase, sale, classification and distribution of liquor in Nunavut;
- Promote compliance with liquor-control legislation and regulations by cooperating with user groups and other agencies and by educating the public about the *Liquor Act* and regulations;
- Implement strategies, activities, procedures and programs to ensure that liquor licensees are aware of their responsibilities and obligations and to ensure their compliance with the *Liquor Act* and regulations; and
- Advise the Minister on all matters of policy, education, legislation and administration related to licensing and enforcement as prescribed in the *Liquor Act*.

### **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 Estimates, and Supplementary Appropriations, and ensures that an appropriate framework exists for the public reporting of the government's fiscal-year plans and financial position.

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.

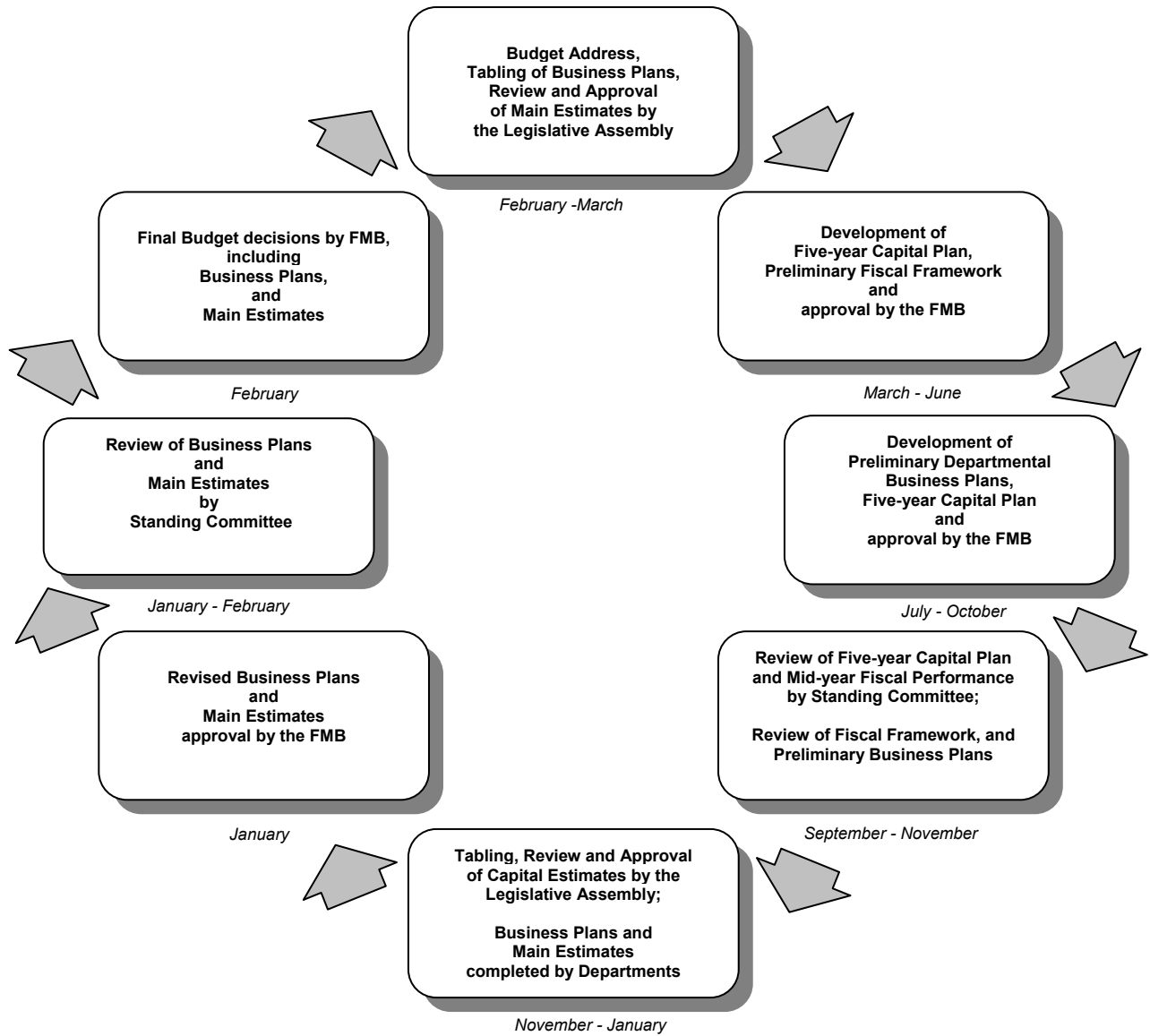
Key functions:

- Consolidate, review and make recommendations with respect to the approval of the Main Estimates, Capital Estimates and Supplementary Appropriations, and other fiscal reports to support the presentation of the GN's fiscal requirements (Figure 2);
- 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;

*Department of Finance*

- Monitor and evaluate departmental expenditures, specifically as they relate to departmental budgets and mandates;
- Coordinate the presentation of submissions to 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;
- 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;
- Provide human resource support, planning and evaluation; and
- Manage the departmental budget and financial services.

Figure 2: BUDGET DEVELOPMENT CYCLE



## Internal Audit Services

Internal Audit Services Branch (IASB) supports the departments and public agencies of the GN by providing independent audit and consulting activities in a manner designed to add value and improve operations. IASB activity helps the GN accomplish its goals and objectives by carrying out systematic review of operations for the purpose of advising as to the effectiveness, efficiency and economy of GN policies, practices, procedures, and controls and to make recommendations for improvements.

The following types of services are provided by IASB:

- *Compliance audits* which assess whether operations comply with laws, regulations, policies and procedures;
- *Operational/performance audits* which examine the efficiency (resource utilization versus output), effectiveness (goal accomplishment) of operational and administrative processes;
- *Financial audits* which examine the supporting documents of financial statements or GN financial claims, to provide assurance that the statements and claims are accurate;
- *Investigative audits* which are normally requested by management and focus on alleged, irregular conduct. This may include internal theft, misuse of property, and conflict of interest;
- *Consulting/Advisory 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; and
- Assisting the OAG with year end audit.

## 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; and 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; and
- Administer and update 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		2008 - 2009 Main Estimates		2009 - 2010 Planned		2010 - 2011 Planned	
	\$000	PY	\$000	PY	\$000	PY	\$000	PY
<b>DIRECTORATE</b>								
Salary	1,296	10.0	1,327	9.5	1,327	9.5	1,327	9.5
Grants & Contributions	-		-		-		-	
Other O&M	471		428		428		428	
<b>Subtotal</b>	<b>1,767</b>		<b>1,755</b>		<b>1,755</b>		<b>1,755</b>	
<b>POLICY AND PLANNING</b>								
Salary	2,853	36.0	2,974	39.0	2,974	39.0	2,974	39.0
Grants & Contributions	-		-		-		-	
Other O&M	546		558		558		558	
<b>Subtotal</b>	<b>3,399</b>		<b>3,532</b>		<b>3,532</b>		<b>3,532</b>	
<b>FINANCIAL MANAGEMENT</b>								
Salary	3,034	31.0	2,763	28.0	2,763	28.0	2,763	28.0
Grants & Contributions	-		-		-		-	
Other O&M	561		414		414		414	
<b>Subtotal</b>	<b>3,595</b>		<b>3,177</b>		<b>3,177</b>		<b>3,177</b>	
<b>INTERNAL AUDIT SERVICES</b>								
Salary	1,022	9.0	997	9.0	997	9.0	997	9.0
Grants & Contributions	-		-		-		-	
Other O&M	151		151		151		151	
<b>Subtotal</b>	<b>1,173</b>		<b>1,148</b>		<b>1,148</b>		<b>1,148</b>	
<b>COMPTROLLERSHIP</b>								
Salary	11,620	119.0	11,670	120.0	11,670	120.0	11,670	120.0
Grants & Contributions	-		-		-		-	
Other O&M	2,781		2,254		2,254		2,254	
<b>Subtotal</b>	<b>14,401</b>		<b>13,924</b>		<b>13,924</b>		<b>13,924</b>	
<b>CENTRALLY ADMINISTERED FUNDS</b>								
Salary	3,331	-	3,549	-	3,549	-	3,549	-
Grants & Contributions	6,139		7,200		7,200		7,200	
Other O&M	20,281		19,871		19,871		19,871	
<b>Subtotal</b>	<b>29,751</b>		<b>30,620</b>		<b>30,620</b>		<b>30,620</b>	
<b>TOTAL</b>	<b>54,086</b>	<b>205.0</b>	<b>54,156</b>	<b>205.5</b>	<b>54,156</b>	<b>205.5</b>	<b>54,156</b>	<b>205.5</b>

**Department of  
Human  
Resources**

**Business  
Plan**

***2008-2009***

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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), Nunavut Housing Corporation and the Office of the Legislative Assembly. The department develops programs, services and policies focused on recruiting, retaining, recognizing and developing GN employees.

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 2008-2009 Business Plan builds on the department's accomplishments over the past years while responding to priorities identified in *Pinasuaqtavut* and providing quality and timely service to its many clients.

### 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 *Article 23* of the *NLCA*, the guiding principles of *Pinasuaqtavut* and the legislative authority of the *Public Service Act*.

### Our Vision

*A responsive and 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 Qaujimagatuqangit (IQ).*

### 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** - we use our resources wisely and are answerable for our decisions and actions.
- **Commitment** – we are dedicated to providing our clients with high quality programs, useful services and timely advice.
- **Confidentiality** – we recognize the importance of maintaining the trust of our clients and handle personal information with care.
- **Integrity** – we ensure that our processes are developed through consultation with our stakeholders and that they are applied consistently.
- **Respect** – our employees and our clients deserve to be treated fairly and courteously.

## Language Services

The Department of Human Resources continuously strives to enhance the delivery of language services. Bilingual staff are assigned to designated areas where they may be required to provide services in Inuktitut, Inuinnaqtun, French and English. Candidates being interviewed for GN positions are provided the opportunity to have their interview conducted in their preferred language. Other client requests for services in all four languages are accommodated to the best of the department's abilities through bilingual staff or interpretation services.

Most of the department's public communications are provided in Inuktitut, Inuinnaqtun, French and English. These include job advertisements, promotional materials, information on various training programs, Inuit Employment Plan statistical reports, annual public service reports, radio announcements and collective agreements. Department of Human Resources staff provide contact information at the end of email correspondence in all of Nunavut's languages.

The department continues to work with the Department of Culture, Language, Elders and Youth (CLEY) to develop consistent terminology for human resources terms. It also continues to have job descriptions translated.

During 2008-2009, the department will continue to provide services that comply with the Language Services Guidelines related to the following:

- Providing in-person and telephone services to the public;
- Providing interpreting services at public meetings;
- Email signature blocks;
- Translation of public documents;
- Advertising;
- Requests for proposals;
- Translation of job titles;
- Business cards;
- Internal signs; and
- Letterhead.

The department will enhance existing services and implement additional services in such areas as:

- Departmental staff list;
- Internal documents;
- Forms;
- Departmental website and intranet site; and
- Voicemail.

## **STRATEGIC COMMITMENT TO PINASUAQTAVUT**

### **Inuit Qaujimagatuqangit**

In partnership with the Department of Culture, Language, Elders and Youth, the department successfully initiated the Inuit Peer Group Program. The intention of the program is to provide Inuit with a forum to share common workplace issues and allow them to provide input into appropriate workplace strategies to address these issues. It also provides a means of ensuring the workplace is comfortable for Inuit employees. GN-wide implementation of the Inuit Peer Group Program is underway.

An IQ Committee is in place in the department. This committee, consisting of representatives from each of the department's divisions, plans departmental events and activities based on Inuit societal values. Events include guest speakers who share best practices that departments are implementing in their workplace. This is in keeping with the collaborative approach that fosters support for a common purpose. The mandate of the IQ committee is being expanded to include a strategic role in reviewing departmental policies and initiatives.

### **Inuuqatigiittiarniq: (Healthy Communities)**

The Department of Human Resources is committed to supporting healthy communities through the ongoing delivery of workplace wellness initiatives in the workplace. The Employee and Family Assistance Program (EFAP) is a confidential, 24-hour, toll-free telephone counseling service that is available to all employees and their family members. Tele-health counseling sessions are available on request throughout the territory. The department also identifies and responds to health, safety and wellness issues. Training is offered regularly and is designed to improve employees' knowledge of health and wellness matters including first aid, grief and loss, suicide intervention and prevention and anger management. When there are seats available, these training opportunities are offered to participants from outside of the GN.

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

The GN continues to demonstrate its commitment toward increasing Inuit representation in the government through the continuing implementation of the Inuit Employment Plan (IEP). All departments are responsible for establishing their own departmental Inuit Employment Plans that address the legal obligations under *Article 23* of the NLCA. Departments continue to update Inuit Employment Plans and departmental initiatives as required.

The Department of Human Resources is committed to providing fair, understandable and easy-to-access programs, services and policies. In consultation with its stakeholders, the department continues to research and develop a new *Public Service Act* and supporting regulations that incorporates current human resources practices within the GN, Inuit societal values and *Article 23* of the NLCA. A new Code of Conduct is being developed which will clearly identify the standard of conduct for GN employees.

### **Namminiq Makitajunnarniq (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 considerations. The department also continues to work with other departments to identify and support internship positions in the decentralized communities.

Focused recruitment and retention initiatives for specialized positions in the GN are being undertaken. The department is working with the Department of Finance in developing a human resources strategy for finance-related positions across the GN.

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

The department continues to improve the content of existing training and development 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 focusing on delivering occupation-specific programming to address training needs within specific occupational groups across the GN.

HR is implementing a GN-wide performance management program that is reflective of Inuit societal values and emphasizes the importance of communication, coaching, and continuing learning in the workplace. A key component of the performance review process will be the identification of employee training needs. The compilation of such needs will assist the department in ensuring that its training opportunities are responsive to the needs of the public service.

## INUIT EMPLOYMENT PLAN

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

This Inuit Employment Plan is for the fiscal year 2008-2009.

### 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 66% 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, 2007, the department's Inuit representation was at 52%. For 2008-2009, the department's plan is to increase the representation to 64%. The plan is based on position movement within the department, whereby incumbents of some administrative support and paraprofessional positions currently filled with beneficiaries will receive the appropriate training to eventually move into paraprofessional positions. It is also assumed that vacant positions will be filled by beneficiaries and if not, these positions may be offered to non-beneficiaries as term positions.

Inuit Employment Representation <sup>1</sup>	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>78</b>		<b>81</b>	
Total Filled Positions	66	85	72	89
Total Vacancies	12	15	9	11
Total Beneficiaries	34	52	46	64
<b>Total Executive Positions</b>	<b>3</b>		<b>2</b>	
Total Filled Executive Positions	2	67	2	100
Total Vacant Executive Positions	1	33	-	-
Total Beneficiaries in Executive Positions	1	50	2	100
<b>Total Senior Management Positions</b>	<b>10</b>		<b>10</b>	
Total Filled Senior Management Positions	9	90	10	100
Total Vacant Senior Management Positions	1	10	-	-

<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, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
Total Beneficiaries in Senior Management Positions	5	56	7	70
<b>Total Middle Management Positions</b>	<b>2</b>		<b>3</b>	
Total Filled Middle Management Positions	2	100	3	100
Total Vacant Middle Management Positions	-	-	-	-
Total Beneficiaries in Middle Management Positions	-	-	1	33
<b>Total Professional Positions</b>	<b>6</b>		<b>6</b>	
Total Filled Professional Positions	5	83	4	67
Total Vacant Professional Positions	1	17	2	33
Total Beneficiaries in Professional Positions	-	-	-	-
<b>Total Paraprofessional Positions</b>	<b>45</b>		<b>47</b>	
Total Filled Paraprofessional Positions	38	84	42	89
Total Vacant Paraprofessional Positions	7	16	5	11
Total Beneficiaries in Paraprofessional Positions	19	50	26	62
<b>Total Administrative Support Positions</b>	<b>12</b>		<b>13</b>	
Total Filled Administrative Support Positions	10	83	11	85
Total Vacant Administrative Support Positions	2	17	2	15
Total Beneficiaries in Administrative Support Positions	9	90	10	91

## Departmental Inuit Employment Initiatives

With human resource planning and strategies in place, the department hopes to achieve and maintain its target of 66% representation by 2010. These strategies and/or initiatives include:

- Accessing the Sivuliqtiksatsat program;
- Creating internal trainee positions for beneficiaries complete with detailed learning plans;
- Encouraging beneficiaries to apply for the internship and trainee positions;
- Focusing on career progression and staff development of current employees;
- Providing on-the-job training, including the use of learning plans, reassignment of duties and providing opportunities to cross-train among various positions in the department;
- Offering term positions when filling vacant positions if beneficiary candidates are not successful in the recruitment process; and
- Adhering to the Priority Hiring Policy.

## ENVIRONMENTAL SCAN

A diverse and unique array of demographic, social, economic, and technological conditions and challenges influence the department's priorities and its ability to achieve its mission. These are discussed within eight themes:

- Population;
- Socio-Economic Factors;
- Inuit Representation in the Public Service;
- Staffing Capacity;
- Recruitment;
- Retention;
- Language; and
- Geography.

### Population

Nunavut's population count in July 2006 was 29,474, 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 23.1 years. 34% of Nunavummiut are under 15 years of age, compared to approximately 18% 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>

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 increased to 50% as of March 31, 2007. While 38% of GN positions are in Iqaluit, the majority, 62%, are in the communities. Representation of beneficiaries in Iqaluit is at 35%, while beneficiary representation in Nunavut's communities ranges between 44% and 100% Inuit representation. As of March 31, 2007, 1,492 Inuit beneficiaries were employed by the GN.

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<sup>2</sup> Statistic Canada, 2006 Census

<sup>3</sup> Statistics Canada, 2006 Census

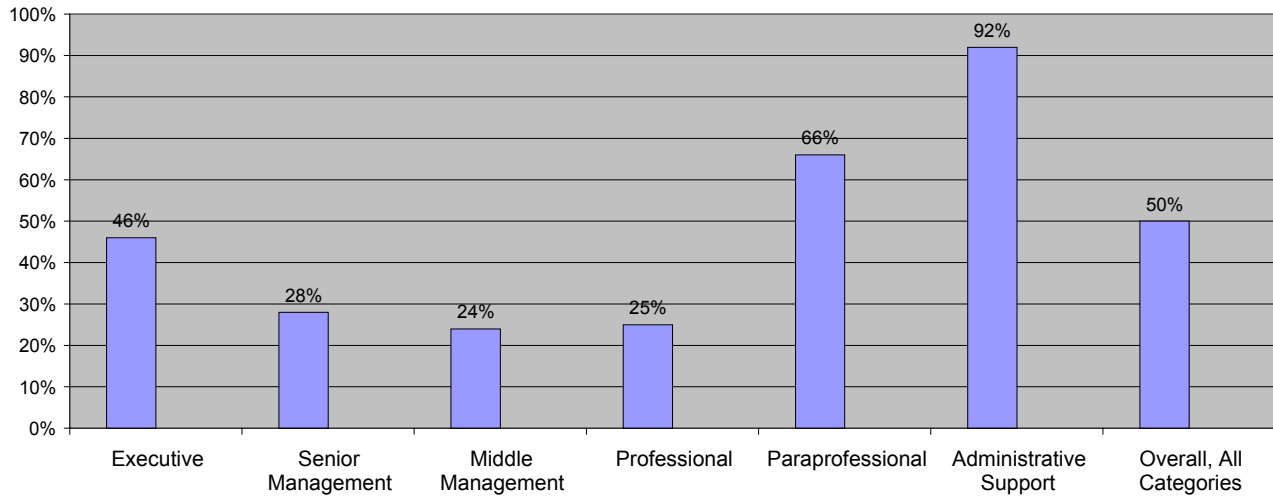
<sup>4</sup> Labour Force Survey." Nunavut Bureau of Statistics, July 2006.

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

<sup>6</sup> Towards a Representative Public Service, GN Department of Human Resources, March 31, 2007.

In the 2006-2007 fiscal year, beneficiaries represented only 30% of the total number of job applicants, but constituted 43% of new hires in the GN (159 out of 367).

**Inuit Employment in the Government of Nunavut**  
by Occupational Category



Source: Department of Human Resources, Government of Nunavut, March 2007

**Staffing Capacity**

Building and retaining capacity remains a challenge for the GN. As of March 2007, there were 3,687 full time positions within the Government of Nunavut and of these positions, 2,962 were filled. Overall staffing capacity decreased from 84% in March 2006 to 80% in March 2007.

**Recruitment and Staffing<sup>7</sup>**

The Department of Human Resources facilitates job competitions for departments to ensure a fair and unbiased hiring process. Staffing authority has been delegated to the Department of Health and Social Services to recruit specialized health positions and to Nunavut Arctic College (NAC) to recruit all NAC positions. The Department of Education is responsible for the staffing of teaching positions, as this group of employees fall under the *Education Act*, not the *Public Service Act*.

During the 2006-2007 fiscal year, the Department of Human Resources received 7,121 applications for 597 job competitions advertised. This reflects a 24% decrease in applications from 2005-2006 and a decrease of 22% in jobs advertised. Of the positions advertised in 2006-2007, 61% were filled, compared to 67% in 2005-2006. Factors that affect recruitment rates include competition from other employers, cost of living in Nunavut, availability of affordable housing, and shortage of available, qualified beneficiary applicants.

<sup>7</sup> GN Job Competition Database. GN Department of Human Resources.

## Retention<sup>8</sup>

The retention rate for Government of Nunavut employees has increased significantly since 2000 (when it was at 69%). Since that time, the retention rate has continued to increase and has remained at 84% in both 2005-06 and 2006-07.

The percentage of full-time employees who had less than one year of service with the GN decreased from 20% in March 2006 to 15% in March 2007. In 2006, 22% of GN employees had less than two years service with the GN compared with 27% in 2007. The number of employees who have remained with the GN for more than three years has decreased slightly with 40% of employees having between three and ten years of employment with the GN in 2006 compared with 41% in 2007. Factors that affect retention rates include competition from other employers, cost of living, return to home communities, stress, lifestyle choices and limited opportunities for advancement.

The retention of existing employees remains a priority for the Government of Nunavut.

## Language

With approximately 70% of the population speaking Inuktitut or Inuinnaqtun as a first language, the GN must ensure that its staff can service the public in the language of their choice.<sup>9</sup> The main language of government is currently English, and the GN must ensure that the necessary language initiatives, including training are in place to enable the GN to meet the goal of Inuktitut being the working language in the public service by the year 2020. The Department of Human Resources will be challenged to successfully incorporate language into all of its programs and services and will also need to ensure that its technical documents (i.e. human resources manual, employment handbooks, staffing manual) be translated. Human resources terminology will need to be developed to ensure terminology is consistent and accurate.

## Geography

The Department of Human Resources provides programs and services to all departments, in all communities. Nunavut's communities are not accessible by road and the territory spans over one-fifth of Canada's land mass. Cost effective, innovative solutions are required to ensure that employees receive the necessary orientation and training required to succeed on the job. An increased investment in technology is required so that the department can provide e-learning options to employees and provide real-time, face-to-face advisory services to management through video conferencing or web cameras.

## 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 2008-2009 fiscal year:

- The GN's ability to attract, recruit and retain qualified employees.
- Up-to-date labour market and workforce statistics are required to ensure appropriate focus of limited resources.

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<sup>8</sup> Human Resource Information and Payroll System – P2K

<sup>9</sup> Statistics Canada, 2001 Census

- Human resources policies (including leave and attendance) need to be interpreted and applied consistently across departments.
- 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.
- Training and career development opportunities should be linked to employee needs identified through the performance management process.
- Increased training partnerships and alternative training delivery methods (i.e. e-learning) must be implemented to maximize participation rates, particularly in the decentralized communities.
- Increased need for a communication strategy and associated resources to increase awareness of HR programs and services.
- Limited expertise and services available within Nunavut to address requirements such as training, mediation, counselling and coaching.
- Effective implementation of new legislation (i.e. Inuit Language Protection Act) will require additional financial and human resources.
- Alternative dispute mechanisms that are consistent with Inuit societal values need to be integrated into various human resources processes.

## CORE BUSINESS

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

	Budget (\$000)			
	2007-08	2008-09	2009-10	2010-11
Advisory and Administrative Services	4,971	<b>5,047</b>	5,047	5,047
Inuit Employment Planning	722	<b>720</b>	720	720
Recruitment and Staffing	5,081	<b>4,982</b>	4,982	4,982
Job Evaluation	809	<b>806</b>	806	806
Training and Development	4,733	<b>4,725</b>	4,725	4,725
Employee Relations	1,703	<b>1,739</b>	1,739	1,739
<b>TOTAL</b>	<b>18,019</b>	<b>18,019</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 strategic planning, policy research and development, communications, financial management, budget development, systems support, human resource development and IQ, ensuring that the specific goals, objectives and priorities of the department are achieved.

#### Objectives

- To oversee the management and operations of the department.
- To provide programs and service delivery to communities through 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, human resources and administrative services to department.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Management of Departmental Operations</b>		341	<b>341</b>	341	341
<b>Community Operations</b>		2,773	<b>2,804</b>	2,804	2,804

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.

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 and Planning** 620 581 581 581

The Policy and Planning division provides leadership in the review and development of departmental policies and legislation. The division is also responsible for coordinating departmental planning, providing policy advice and support to the Deputy Minister's office and coordinating the administration of Access to Information and Protection of Privacy (ATIPP) requests for the department.

**Corporate Services** 1,237 1,321 1,321 1,321

The Corporate Services division is responsible for specific administrative support services to both the department and the GN. The division provides financial support to the department including financial planning, budgetary analysis, expenditure control, and contract advisory services. The division provides human resource services to the department including human resource planning, monitoring of departmental leave and attendance, career development advice and Inuit employment leadership and planning. The division also provides development, implementation and maintenance services for the HR website, the human resources information system and the leave and attendance system. The division also provides GN wide services including leave and attendance system training and administration of employee relocations.

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**Total, Advisory and Administrative Services** 4,971 5,047 5,047 5,047

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**Priorities (2007-08)**

- Conduct consultations on the proposed changes to the *Public Service Act* and finalize review.  
**Status:** *Policy work and legislative drafting almost complete. Consultation documentation to be prepared by end of fiscal year and stakeholder consultations to take place thereafter.*
- Conduct an interim review of the Priority Hiring Policy per Cabinet request.  
**Status:** *Research and consultation was completed in fall 2007.*
- Host and organize the 2007 Public Service Commissioners' Conference in Iqaluit.  
**Status:** *Annual meeting of Commissioners and Deputy Ministers responsible for the management and direction of the public service was held June 4<sup>th</sup> to 6<sup>th</sup> in Iqaluit. A total of 15 participants, representing 12 jurisdictions attended. A variety of sessions including presentations, group discussions and jurisdictional and working group reports enabled participants to exchange information and share best practices, discuss emerging human resources issues, address specific challenges facing all jurisdictions and initiate partnerships.*
- 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.  
**Status:** *Planning of Phase 2 implementation is currently being initiated. This will include outlining requirements, developing timelines, and identifying resources. A systems analyst position has been created to support this initiative.*

- Strengthen internal financial management (contracting, purchasing, budget control and relocation procedures).

**Status:** *Conversion from quarterly to monthly variance reports completed. Strengthened contracting and procurement processes and reporting through training and Corporate Services' review. A formalized process for provision of advice and training to relocation coordinators throughout the GN has been initiated.*

- Improve departmental records management practices by broadening the use of iRIMS by HQ staff.

**Status:** *Implementation of IRIMS has been completed by several divisions and further training and implementation will continue.*

- Continue development of departmental intranet site.

**Status:** *Intranet site development and maintenance is continuing. An annual process for content review has been initiated.*

### **Priorities (2008-09)**

- Introduce a new Code of Conduct for GN employees and provide associated orientation sessions and training resources.
- Develop a comprehensive implementation plan for the *Public Service Act*.
- Review GN leave and attendance policies and procedures.
- Initiate HRIPS/P2K Phase 2 implementation project plan.
- Formalize delivery of relocation training.

## **Inuit Employment Planning**

The Inuit Employment Planning 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.



Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Inuit Employment Planning</b>		722	720	720	720
This line of business assists departments in implementing their Inuit Employment Plans, provides support in developing framework documents towards human resource planning and evaluation techniques, which would include identifying training needs, and helps with succession planning. The division communicates progress of Inuit representation to Deputy Ministers, departments, organizations, boards, and agencies and monitors departmental compliance with <i>Article 23</i> obligations.					
<b>Total, Inuit Employment Planning</b>		<b>722</b>	<b>720</b>	<b>720</b>	<b>720</b>

### Priorities (2007-08)

- Monitor, evaluate, and report on the GN's Inuit employment performance.  
**Status:** *Quarterly reports are being produced with statistical information regarding Inuit employment in the GN.*
- Complete research that will allow the GN to benefit from successful approaches taken by other organizations.  
**Status:** *Division participates in an inter-jurisdictional committee reviewing common HR metrics and measurements and is utilizing key contacts across all jurisdictions in Canada to initiate information sharing on best practices.*
- Provide departments with tools and technical support to achieve 56% Inuit employment by 2009-2010 fiscal year.  
**Status:** *Division leads an inter-departmental working group and has created a GN-Wide IEP. An implementation strategy to support the IEP will be developed in consultation with the working group.*

### Priorities (2008-09)

- Communicate the IEP to GN employees and the general public.
- Implement the Inuit Peer Group across GN departments.
- Develop an evaluation framework for the IEP complete with performance measures.
- Monitor, evaluate and report on the GN's Inuit employment performance.

## 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.

Department of Human Resources

- 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)	2007-08	2008-09	2009-10	2010-11
<b>Recruitment and Staffing</b>		1,595	<b>1,687</b>	1,687	1,687
<p>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>.</p>					
<b>Summer Student Employment Equity Program</b>		950	<b>950</b>	950	950
<p>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.</p>					
<b>Relocation</b>		2,536	<b>2,345</b>	2,345	2,345
<p>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.</p>					
<b>Total, Recruitment and Staffing</b>		<b>5,081</b>	<b>4,982</b>	<b>4,982</b>	<b>4,982</b>

**Priorities (2007-08)**

- 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.

**Status:** *Data entry into the Nunavut Skills Development Data Base has started. All current casual employees in Iqaluit have been contacted and requested to register. Casual recruitment campaign poster designed and ordered. An advertising campaign is starting in the fall. Some recommendations from the casual audit have been implemented in Iqaluit. Remaining recommendations pending until the collective bargaining process with the Nunavut Employee Union is completed.*

- 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 Behavioral Descriptive Interviewing (BDI) and Panel Member Training for Iqaluit Staff.
  - Developing casual employment and SSEEP training.

**Status:** *Three sessions of BDI training have been delivered in Iqaluit this fiscal year. One BDI training session was delivered in Igloolik June 2007. One Panel Member Training session has been delivered in Iqaluit this year. A customized training session on staffing issues was delivered for the Department of Health and Social Services, Human Resources staff. Two information sessions were delivered to the Department of Education Senior Management group this year. Presentations have been delivered to the Employment Readiness Centre in Iqaluit on Government of Nunavut employment opportunities and casual employment. Two-week customized training was delivered to the Human Resources Officer – Nursing in Iqaluit. New presentations on Summer Student Employment Equity Program and Casual Employment have been developed and are being delivered to Human Resources personnel within the Government of Nunavut and students in Nunavut.*

- Conduct on-going compliance audits for delegated recruitment of NAC and H&SS nursing positions.

**Status:** *Audit tools being developed. Consultation planned with Department of Finance, Audit division.*

### **Priorities (2008-09)**

- Implement on-going compliance audits for delegated recruitment of NAC and HSS nursing positions.
- Increase GN representation at territorial and national employment fairs.

### **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.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Job Evaluation</b>		809	806	806	806
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.					
<b>Total, Job Evaluation</b>		<b>809</b>	<b>806</b>	<b>806</b>	<b>806</b>

**Priorities (2007-08)**

- Work with the Department of Finance to develop a salary surveying capability.  
**Status:** *This priority has been completed. Division works closely with a senior staff member in the Expenditure Management division of the Department of Finance to complete salary surveys. The division undertakes job matches for surveyed positions, while Finance seeks compensation data from other jurisdictions.*
- Research and develop a P2K-compliant database for job evaluation information.  
**Status:** *This priority has not been initiated due to staff turnover.*
- Continue to develop and implement the job audit and monitoring program.  
**Status:** *This priority is in draft stage and will be developed and tested when the division is fully staffed.*
- Implement a Language Skills Profile for GN job descriptions.  
**Status:** *This particular project will not be started until the audit of job qualifications is completed. It will be developed in partnership with staff in the Official Languages Division of CLEY.*

**Priorities (2008-09)**

- Implement Job Description and Job Evaluation Monitoring Program.
- Implement Job Evaluation Data Base.
- Complete Language Profiles for majority of positions.

**Training and Development**

The Training and Development division provides advice, assistance, and support to departments and managers 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, performance management, occupational training, and accredited learning opportunities. The division also provides training support and funding for internship positions within the GN.

**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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Training and Development</b>		4,733	<b>4,725</b>	4,725	4,725
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>4,725</b>	<b>4,725</b>	<b>4,725</b>

**Priorities (2007-08)**

- Continue to provide support to clients in developing and implementing training strategies by initiating a consultation process to identify and address departmental training requirements.  
**Status:** *Reporting structure is already in place for some training initiatives (i.e. education leave, internships). HR has an individual on staff to provide departments with assistance in what training is available on a regular basis.*
- Work in partnership with key stakeholders (NAC, CLEY, Tuttarviit) to complete the Inuktitut/Inuinnaqtun language training assessment.  
**Status:** *Language Training Needs Assessment is currently being completed in the Kivalliq Region with plans to do this in the Qikiqtaaluk Region this fiscal year. The division is also working with CLEY and Tuttarviit members in enhancing and collecting resource materials for curriculum development.*
- Offer a customized orientation program for GN managers.  
**Status:** *This initiative has been deferred to 2008-2009 due to other priorities and staff turnover. Regular Employee Orientation sessions will continue.*
- Provide managers with guidelines, training and resources to effectively implement performance management practices.  
**Status:** *The Performance Management Guidelines and associated forms have been approved for distribution to Departments. Training on the guidelines as well as individual and group consultation will be available in October 2007. This introduction of the Performance Management Guidelines will have a pilot phase where the framework will be evaluated based on feedback from Departments.*

- Work in partnership with the Department of Finance to develop a training strategy and initiatives in support of strengthening financial management.

**Status:** *Continuing to support the Department of Finance in its development of a comprehensive human resources development plan. In the mean time, the division will continue to offer a full delivery of the GN Certificate in Financial Management in Iqaluit and continue more deliveries in various communities throughout Nunavut.*

**Priorities (2008-09)**

- Expand and develop cultural resources and activities within the Cultural Orientation Program (COP). Assist and train departments in customizing their own COPs.
- Offer performance management, learning plans and mentorship training in all regions.
- Provide a customized orientation program to GN managers.

**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 impacting 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)	2007-08	2008-09	2009-10	2010-11
<b>Employee Relations</b>		1,062	<b>1,308</b>	1,308	1,308
Provides professional employee relations advice and services to departments and leads collective bargaining for the GN as mandated.					

<b>Workplace Wellness</b>	641	<b>431</b>	431	431
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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>1,739</b>	<b>1,739</b>	<b>1,739</b>
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**Priorities (2007-08)**

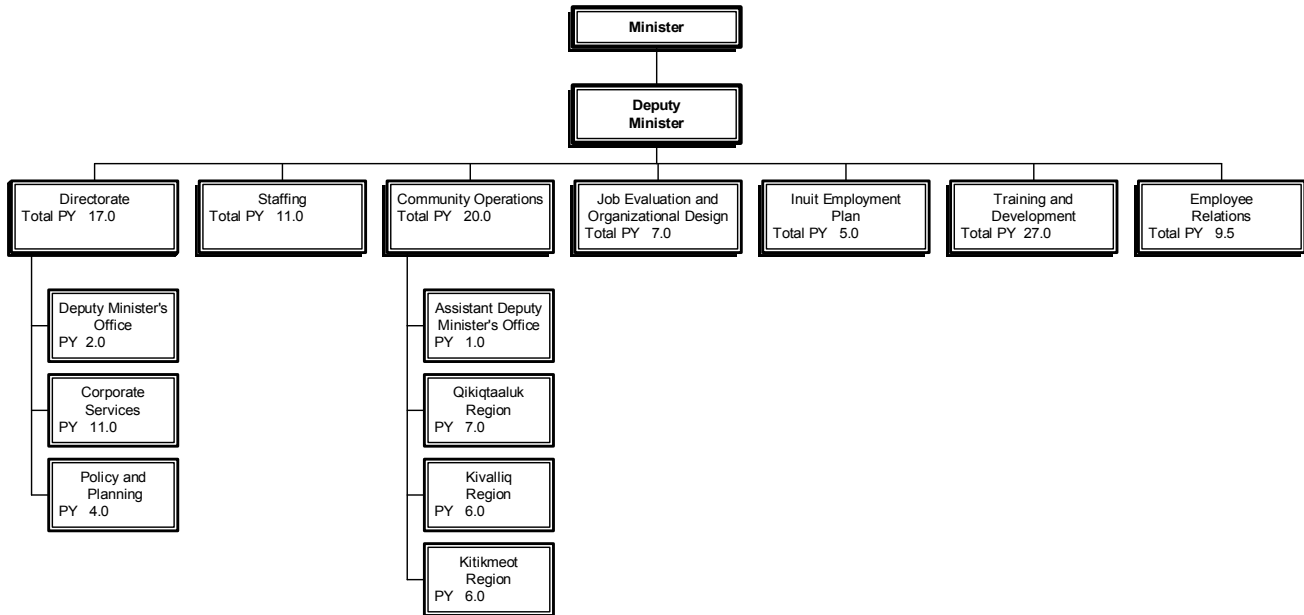
- Provide training in subject matters dealing with Workplace Health Safety and Wellness.  
**Status:** *Mandatory training as per legislative requirements has been identified. Training delivery is being prioritized for departments and communities. An implementation plan for program delivery is being developed.*
- Develop and implement an Attendance Work Program that meets Duty to Accommodate requirements.  
**Status:** *The initial terms of reference for this program are being redrafted.*
- Continue to deliver an Occupational Health and Safety Program to comply with the Safety Act.  
**Status:** *Training resources on the GN's Safety Program has been developed and have been distributed to employees in some communities.*
- Maintain at least 30% level in resolving grievances pending arbitration or matters referred to Human Rights.  
**Status:** *A 58% level of resolving grievances pending arbitration or matters referred to Human Rights is being maintained.*

**Priorities (2008-09)**

- Implement Joint Consultation Committees with the Nunavut Employees Union (NEU) and Nunavut Teachers Association.
- Implement alternate dispute resolution process for the GN.
- Develop a process to improve the resolution of new grievances.
- Formalize a joint training process with the NEU for managers and supervisors.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	96.5
Vote 4/5 PYs	-
Revolving Fund PYs	-
<b>Total PYs</b>	<b>96.5</b>



## Departmental Roles

### Directorate

The Directorate consists of the Deputy Minister's office, policy and planning and corporate services functions. The Directorate is responsible for the overall direction of the department and for providing support to the Minister's office. It is responsible for providing leadership in core areas including policy research and development, legislative development, financial management and human resources management and systems.

### Staffing

The Staffing branch develops recruitment and staffing procedures and guidelines and manages centralized recruitment and staffing services for all departments of government. This involves the application of the Priority Hiring Policy to help the achievement of the Inuit Employment Plan objectives and managing the staffing appeal process.

Major programs include: Staff Recruitment, Selection, Casual Employment program, Summer Student Employment program and Staff Relocation program.

### Community Operations

The Community Operations branch 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.

### Job Evaluation and Organizational Design

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

### Inuit Employment Planning

The Inuit Employment Planning (IEP) branch is responsible for providing leadership for initiatives designed to increase and maintain Inuit employment in the Government of Nunavut to a level that is representative of the population. The main functions of the branch are to develop strategies to implement and coordinate various initiatives including: collection of information and analysis related to beneficiary employment; monitoring departmental compliance to *Article 23* obligations including their development and implementation of Inuit Employment Plans; providing regular reporting on gaps, variances and barriers; and identifying research into recruitment and retention strategies.

### Training and Development

The Training and Development branch 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 by this branch.

### **Employee Relations**

The Employee Relations branch provides labour relations support and training to GN departments and agencies. The branch represents the GN before arbitration boards and other tribunals, provides mediation and counselling services and recommends changes in legislation and human resource policy. The branch is also responsible for the planning, organizing and implementation of the Workplace Health, Safety and Wellness program.

## Financial Summary

Branch	2007 – 2008 Main Estimates		2008 – 2009 Main Estimates		2009 – 2010 Planned		2010 – 2011 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>								
Salary	1,763	16.0	1,866	17.0	1,866	17.0	1,866	17.0
Grants & Contributions	-		-		-		-	
Other O&M	435		377		377		377	
<b>Subtotal</b>	<b>2,198</b>		<b>2,243</b>		<b>2,243</b>		<b>2,243</b>	
<b>STAFFING</b>								
Salary	4,573	11.0	4,399	11.0	4,399	11.0	4,399	11.0
Grants & Contributions	-		-		-		-	
Other O&M	508		583		583		583	
<b>Subtotal</b>	<b>5,081</b>		<b>4,982</b>		<b>4,982</b>		<b>4,982</b>	
<b>COMMUNITY OPERATIONS</b>								
Salary	2,145	19.0	2,180	20.0	2,180	20.0	2,180	20.0
Grants & Contributions	-		-		-		-	
Other O&M	628		624		624		624	
<b>Subtotal</b>	<b>2,773</b>		<b>2,804</b>		<b>2,804</b>		<b>2,804</b>	
<b>JOB EVALUATION AND ORGANIZATIONAL DESIGN</b>								
Salary	751	7.0	754	7.0	754	7.0	754	7.0
Grants & Contributions	-		-		-		-	
Other O&M	58		52		52		52	
<b>Subtotal</b>	<b>809</b>		<b>806</b>		<b>806</b>		<b>806</b>	
<b>INUIT EMPLOYMENT PLANNING</b>								
Salary	567	5.0	572	5.0	572	5.0	572	5.0
Grants & Contributions	-		-		-		-	
Other O&M	155		148		148		148	
<b>Subtotal</b>	<b>722</b>		<b>720</b>		<b>720</b>		<b>720</b>	
<b>TRAINING AND DEVELOPMENT</b>								
Salary	2,800	27.0	2,785	27.0	2,785	27.0	2,785	27.0
Grants & Contributions	-		-		-		-	
Other O&M	1,933		1,940		1,940		1,940	
<b>Subtotal</b>	<b>4,733</b>		<b>4,725</b>		<b>4,725</b>		<b>4,725</b>	

Branch	2007 – 2008 Main Estimates		2008 – 2009 Main Estimates		2009 – 2010 Planned		2010 – 2011 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>EMPLOYEE RELATIONS</b>								
Salary	986	9.0	1,054	9.5	1,054	9.5	1,054	9.5
Grants & Contributions	-		-		-		-	
Other O&M	717		685		685		685	
<b>Subtotal</b>	<b>1,703</b>		<b>1,739</b>		<b>1,739</b>		<b>1,739</b>	
<b>TOTAL</b>	<b>18,019</b>	<b>94.0</b>	<b>18,019</b>	<b>96.5</b>	<b>18,019</b>	<b>96.5</b>	<b>18,019</b>	<b>96.5</b>

**Department of  
Justice**

**Business  
Plan**

**2008-2009**

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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. 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 community 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 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. It provides administrative support to the Nunavut Court of Justice, as well as support for Nunavut Legal Services Board, Nunavut Liquor Licensing Board, Nunavut Criminal Review 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. We are respectful of and responsive to diversity, individual and collective rights, and community needs.*

## Our Principles

- The Nunavut Land Claims Agreement (NLCA) governs the affairs of the Government of Nunavut.

- The affairs of the Government of Nunavut are to be conducted in accordance with the law.
- An effective justice system is one that protects and is endorsed by the communities it serves.
- The development of an effective justice system needs to be supported through community involvement.
- Victims and offenders need our support for rehabilitation and healing.
- All Nunavummiut should have access to justice and receive the full benefit and support of the law.
- Partnerships and cooperation between all government departments, public agencies, and other jurisdictions 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 is 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 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, and facilitating the use of Inuktitut and openness in the workplace.

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 strengthens community involvement in the criminal process i.e. training justice committees, establishing a Spousal Abuse program, and the *Inuusirmut Aqqusiuqtiit* Family Mediation program, 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, two 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 Inuusirmut Aqqusiuqtiit family mediation project);
- Developing culturally relevant programs for offenders (e.g. outpost camps and the Kugluktuk Ilavut Centre healing facility);
- Assisting the courts by providing funding to the Legal Services Board, which provides 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 the 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 issues such as family violence, 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.
- 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 Goals

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 2008-2009 fiscal year:

- foster and sustain an environment attractive to Inuit;
- invest in human capital to improve the effectiveness of the workforce; and
- 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 this Territory's 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.

In the next year, the department will work toward increasing its total Inuit employment to 54% by hiring 7 additional Inuit beneficiaries. The department will exceed the goal of 56% by 2010.

### Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>235.5</b>		<b>258</b>	
Total Filled Positions	196.5	83	223	86
Total Vacancies	39	17	35	14
Total Beneficiaries	92	47	126	57
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	-	-	-	-
Total Beneficiaries in Executive Positions	1	50	1	50

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Senior Management Positions</b>	<b>9</b>		<b>9</b>	
Total Filled Senior Management Positions	9	100	9	100
Total Vacant Senior Management Positions	-	-	-	-
Total Beneficiaries in Senior Management Positions	2	22	2	22
<b>Total Middle Management Positions</b>	<b>27</b>		<b>26</b>	
Total filled Middle Management positions	22	81	26	100
Total Vacant Middle Management Positions	5	19	-	-
Total Beneficiaries Middle Management Positions	7	32	8	31
<b>Total Professional Positions</b>	<b>23</b>		<b>28</b>	
Total Filled Professional Positions	17	74	25	89
Total Vacant Professional Positions	6	26	3	11
Total Beneficiaries in Professional Positions	5	29	7	28
<b>Total Paraprofessional Positions</b>	<b>152</b>		<b>170</b>	
Total Filled Paraprofessional Positions	128	84	139	82
Total Vacant Paraprofessional Positions	24	16	31	18
Total Beneficiaries in Paraprofessional Positions	63	49	87	63
<b>Total Administrative Support Positions</b>	<b>22.5</b>		<b>23</b>	
Total Filled Administrative Support Positions	18.5	82	22	96
Total Vacant Administrative Support Positions	4	18	1	4
Total Beneficiaries in Administrative Support Positions	14	76	21	95

## Departmental Inuit Employment Initiatives

In the 2008-09 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 55% Inuit representation by 2009.

Working with the Department of Human Resources, the Department of Justice currently supports the development of two *Sivuliqtiksats* interns into management positions. They will be working towards completing their learning plans to assume their targeted Middle Management duties and responsibilities within the coming year.

### Specific Initiatives

We have several specific initiatives in our department, some new and some ongoing from previous years. They 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 will

continue with ensuring that artificial barriers such as overly inflated education and experience requirements are not present when sending a position to competition.

- 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. By having such a large group who has not participated in 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 in the past year, and this practice will continue.
- 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.

- **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 Qaujimagatuqangit*, 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:

- *Illiniit*, the departmental Inuit *Qaujimagatuqangit* committee, provides advice, direction, and assistance to the department on all matters involving the use of Inuktitut in the workplace, the incorporation of Inuit *Qaujimagatuqangit* into the department’s programs and services and will offer various training and workshops. During this fiscal year the *Illiniit* Committee will be conducting surveys to determine what types of courses are of interest to our staff and then begin to design and facilitate them.
- All staff, both current and new is encouraged to take advantage of the cultural training offered by the Department of Human Resources. This promotes understanding of the Inuit culture, which facilitates the use of IQ principles in the workplace.
- All supervisors and managers are offered and encouraged to take training that addresses such topics as cultural diversity, good management practices and coaching skills. Their understanding of the benefits and rewards of a representative workforce helps create a supportive work environment that enhances the potential of all employees.
- 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. These IQ days have proven to be very successful as many employees participate in these cultural days, and continuously provide positive feedback.

- **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, one example being 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.
- To benefit the divisions that primarily deal with legal matters (Legal Registries, Legislation, and Legal and Constitutional Law), a Legal Assistant program is being sought out to develop administrative staff into paraprofessionals. The ultimate goal will be to develop employees to have the skills of a Paralegal.
- 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.
- The Corrections Training Specialist has developed and upgraded the previous Corrections Entry Level Training program into the Nunavut Justice Corrections Training Course. This is a five week course that all new Corrections staff working in the facilities will take. It will provide them with the training, tools, and confidence that they need to perform in a Correctional facility environment, which will in turn, decrease the turnover that this division experiences. Current staff will receive a refresher course similar to this five week program.
- The Corrections Training Specialist will also visit High Schools and trade fairs to educate students and the public about possible careers in Justice, and specifically the healing role that our Corrections staff plays in the rehabilitation of offenders. By promoting this Division to youth, it will entice them to at least consider a career in Corrections, and even encourage them to obtain post-secondary training areas related to Corrections. Ultimately, this will begin to build future employees for the Corrections division and the department as a whole.
- The Corrections Division has planned to develop current Inuit Staff into supervisory positions. A group of Inuit staff will be provided with management and leadership training to prepare and give them the skills required for a supervisor or manager position. Once this program is completed, these employees will advance to positions with greater responsibility and have a leadership component.
- Similar to the Corrections Training Specialist, the Manager, Training and Human Resource Development will complete a needs assessment for all staff in the other divisions of the department. A training plan will be developed for each employee identifying training needs and a timeframe in which this training can be completed. This will provide the foundation for a department wide succession plan.
- Once the performance appraisal is completed each year, a work plan will be developed and added to the training plan. This will eliminate any lack of direction that the employee

has, and will continue to ensure that the employee has the skills required to perform the duties of their position.

- **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.
- Approximately every quarter we hold a Welcoming Gathering where we introduce new employees and welcome them to our department. It is a time for people to get to know each other and make the workplace an inviting place to be.
- The department will ensure that the use of all of Nunavut's languages are encouraged in the workplace. Traditionally, some individuals have been hesitant to speak the Inuit language in the workplace – its use will be actively encouraged by supervisors.

**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 2001 and 2006, our population grew by 4,368 or 10.2 percent. Statistics Canada has estimated Nunavut's population to be 31,113<sup>1</sup> as of July 1, 2007. This figure represents an increase of 2.3 percent or 713 people from July 1, 2006 (30,400). 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 a little over 1%. As well, men outnumber women, the 2006 population report counted 16,489 (53 percent) men and 14,623 (47 percent) women.

The youth population is high. In 2006, young people aged 19 and under accounted for just under 43 percent of Nunavut's population, while individuals aged 20 to 64 made up 50 percent. 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 6,184 people live in the capital city Iqaluit, the rest are 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 overcrowded housing for many individuals. 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. 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, 2005 and 2006, there were marked declines in both violent and property crimes.

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.

<b>Crime Rates in Nunavut Territory</b>						
Year	Violent crime		Property crime		Total Criminal Code offences	
	<a href="#">rate1</a>	change in rate	<a href="#">rate1</a>	change in rate	<a href="#">rate1</a>	change in rate
<b>2000 - 2001</b>	6,573	8.7	5,501	12.0	24,958	18.8
<b>2001 - 2002</b>	7,094	6.3	6,105	10.1	28,786	13.3
<b>2002 - 2003</b>	7,943	9.0	7,222	15.2	34,774	17.9
<b>2003 - 2004</b>	7,884	-1.9	6,959	-4.4	36,685	4.4
<b>2004 - 2005</b>	7,042	-11.1	5,555	-21.1	32,782	-11.1
<b>2005 - 2006</b>	6,764	-9.0	4,256	-25.0	31,265	-11.0

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 — Catalogue no. 85-002-XIE, Vol. 27, no. 5

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. The territory has high unemployment rates of 17 percent and about 40 percent of Nunavut households are on income support.

Improvements in the education level of Nunavummiut will tend to increase the level of employment and hopefully reduce the 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.

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.

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 *Ilagitsiarniq*, a working group which seeks to reduce family violence through interagency collaboration. 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.

Crime Rates by Province and Territory						
	Violent crime		Property crime		Total Criminal Code offences <sup>2</sup>	
	2006 rate <sup>1</sup>	2005 to 2006 % change in rate	2006 rate <sup>1</sup>	2005 to 2006 % change in rate	2006 rate <sup>1</sup>	2005 to 2006 % change in rate
<b>Canada</b>	<b>951</b>	<b>0</b>	<b>3,588</b>	<b>-4</b>	<b>7,518</b>	<b>-3</b>
Newfoundland and Labrador	851	-4	2,363	-8	6,055	-2
Prince Edward Island	714	-8	3,000	-10	6,793	-11
Nova Scotia	1,135	-2	3,514	-2	8,069	-2
New Brunswick	849	-2	2,562	-3	6,111	-5
Quebec	756	2	3,114	-1	5,909	-3
Ontario	756	0	2,811	0	5,689	-2
Manitoba	1,598	-1	4,951	-1	11,678	-1
Saskatchewan	2,039	2	4,776	-13	13,711	-4
Alberta	1,101	-1	4,480	-8	9,523	-6
British Columbia	1,218	0	5,685	-9	11,365	-5
Yukon	3,007	-6	5,107	-17	20,593	-9
Northwest Territories	6,448	1	6,357	-7	41,468	-5
<b>Nunavut</b>	<b>6,764</b>	<b>-9</b>	<b>4,256</b>	<b>-25</b>	<b>31,265</b>	<b>-11</b>

1. Rates are calculated per 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 18, 2007 Crime Statistics 2006 (correction)

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:

- Nunavut's high crime rate, especially domestic violence.
- Lack of institutional bed space to meet the increasing demand, and to repatriate all territorial offenders, male and female, who are being held in other jurisdictions.

- The high cost of transporting inmates who have no space available in a Nunavut facility to other jurisdictions, and the lack of culturally-relevant programming for Inuit inmates in those institutions.
- 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. The need for an integrated information system that can provide better communication and information sharing between various users.
- On-going fiscal pressure due to rising costs of Courts, Legal Services and Correctional programs.
- Adequate support is needed for Community Justice Committees to develop community-based solutions.
- 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.
- The need for community-based dispute resolution mechanisms, in place of southern adversarial practices or formal justice institutions.
- The need for 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.
- 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.
- Cross-cultural training within the justice system is needed to meet not only the clients' needs, but also the personnel who work in all areas of the department.

## CORE BUSINESS

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

	Budget (\$000)			
	2007-08	2008-09	2009-10	2010-11
Advisory and Administrative Services	9,155	<b>9,639</b>	9,639	9,639
Law Enforcement	21,287	<b>22,823</b>	22,901	22,997
Legal Support Services	2,155	<b>2,475</b>	2,475	2,475
Court Services	6,364	<b>7,438</b>	7,438	7,438
Legal Registries	958	<b>1,158</b>	1,158	1,158
Corrections	15,450	<b>18,607</b>	18,607	18,607
Community Justice	1,953	<b>4,609</b>	4,609	4,609
<b>TOTAL</b>	<b>57,322</b>	<b>66,749</b>	<b>66,827</b>	<b>66,923</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 Qaujimajatuqangit* 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)	2007-08	2008-09	2009-10	2010-11
<b>Deputy Minister's (DM)/Assistant Deputy Minister's (ADM) Office</b>		1,227	1,227	1,227	1,227
<p>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. The ADM also oversees the Office of the Public Trustee program which administers trusts on behalf of minors, and administers estates and trusts of Nunavut residents who die without a will or who are in need of protection because of disability.</p>					
<b>Corporate Services</b>		7,164	7,648	7,648	7,648
<p>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.</p>					
<b>Policy and Planning</b>		764	764	764	764
<p>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 <i>Inuit Qaujimagatuqangit</i> strategy.</p>					
<b>Total, Advisory and Administrative Services</b>		<b>9,155</b>	<b>9,639</b>	<b>9,639</b>	<b>9,639</b>

**Priorities (2007-08)**

- Implement the departmental Inuit employment plan.  
**Status:** *A comprehensive 3-year IEP plan has been developed and will be implemented in support of Article 23 of the NLCA progressing towards a representative public service.*
- Initiate implementation of the *Family Abuse Intervention Act*.  
**Status:** *It is anticipated that the Family Abuse Intervention Act will have come into force in the 2007-08 fiscal year. Evaluation of program support will continue during the initial implementation phases.*
- Review and potentially revise legislation to more effectively support families and business.  
**Status:** *The Department is currently working on policy analysis to consider whether legislative amendments to intestacy legislation would be appropriate. And introduced amendments to the Engineers, Geologists, and Geophysicists Act.*
- Improve legal education to promote understanding of the law for the public and staff.  
**Status:** *The Department has significantly increased contribution agreements to Hamlets and other organizations to allow for the hiring of Community Justice Outreach Workers. These individuals will facilitate dissemination of public legal education materials.*



- Strengthen departmental financial management through training and procedures development.

**Status:** *Corporate Services provided training and information workshops to Justice divisions on a regular basis, along with one-on-one sessions as requested.*

### Priorities (2008-09)

- Continue to further Implement the departmental Inuit employment plan;
- Develop a departmental signing authority manual through consultation with managers which can be accessed electronically showing consistent levels of authority across all divisions. This will allow for easy confirmation of signing authority limits by all staff when approving expenditures.
- Develop a departmental “contracts” manual with division-specific procedures and forms, along with training workshops for staff.
- Through consultation with Inuit, develop long-term priorities for the incorporation of Inuit Qaujimagatuqangit into the civil and criminal justice systems.

## 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)	2007-08	2008-09	2009-10	2010-11
<b>Law Enforcement</b>		21,287	<b>22,823</b>	22,901	22,997
Policing services are provided by the RCMP and contracted to the Government of Nunavut. The Nunavut Division – “V” Division – has personnel posted throughout the territory with detachments in 25 communities. There are 123 RCMP personnel in Nunavut including regular RCMP officers, civilian and public servants. In addition, the RCMP provides regular training to Community Constables, and the graduates are sworn in by the RCMP under the RCMP Act and employed by the municipalities.					
<b>Total, Law Enforcement</b>		<b>21,287</b>	<b>22,823</b>	<b>22,901</b>	<b>22,997</b>

### Priorities (2007-08)

- 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;
- Continue community wellness initiatives through interagency partnerships (suicide prevention, reduction in family violence).

**Status:** *Community Policing is liaising with the Community Justice Committees in the communities. Detachment Performance Plans have been implemented at all 25 detachments. The Commanding Officer has visited all communities and heard the concerns of MLAs, Mayors, Councilors, Community Wellness Groups and Police Members.*

- 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.

**Status:** *The Whitestone Suicide Prevention Youth training package has been implemented across the Territory. Drug Abuse Resistance Education (DARE) has been delivered in a number of communities. The Community Policing unit has worked with the Community Constable Program offering training and upgrading.*

### **Priorities (2008-09)**

- Improve the recruitment and retention of Inuit members in Nunavut.
- Support the efforts of the Department of Justice in implementing the Family Abuse Intervention Act through appropriate intervention by the RCMP and interagency efforts at the community level.
- Improve the ability of the RCMP to communicate with the public in their preferred language, including particular focus on providing services in the Inuit language.

## **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.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Legal and Constitutional Law</b>		1,371	<b>1,451</b>	1,451	1,451
The Legal and Constitutional Law division 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. Divisional 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.					
<b>Legislation Division</b>		784	<b>1,024</b>	1,024	1,024
Legislation Division has four main responsibilities. The division drafts all bills, regulations and appointments for the government; translates Bills into Inuktitut and French, and regulations into French; maintains, revises and consolidates the Acts and regulations of Nunavut; publishes the Nunavut Gazette every month and maintains a website to make the statutes, regulations and appointments available to the public.					
<b>Total, Legal Support Services</b>		<b>2,155</b>	<b>2,475</b>	<b>2,475</b>	<b>2,475</b>

#### Priorities (2007-08)

- Establish the Office of the Public Trustee independent of the Legal Services Division.  
**Status:** *The Office of the Public Trustee has now been established as an office that is independent from the Legal Services Division and reports directly to the Assistant Deputy Minister.*
- Expand the Division's capacity to respond to complex and costly litigation against the Government.  
**Status:** *The Legal and Constitutional Law Division has hired three legal counsel in 2007-2008 who each have significant experience in the conduct of litigation.*
- Develop and implement a protocol to guide clients in requesting legal opinions.  
**Status:** *A protocol has been drafted by the Legal Services Division and has been forwarded to the Policy and Planning Division for further review.*
- Provide education and training for client departments to assist them in developing a better legal knowledge base and improve decision making.  
**Status:** *Ongoing*
- Manage the increased demands for new legislation associated with Pinasuaqtavut and devolution.  
**Status:** *On going.*
- 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.  
**Status:** *On going.*
- Promote partnerships to develop, share and record Inuktitut and Inuinnaqtun terminology that is used in or needed for legislation.  
**Status:** *Legislation Division worked with CLEY on terminology for the language legislation and has provided terminology lists to the federal Translation Bureau for its work in Inuktitut.*

## 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.

Additional responsibilities include administration of the Sheriff's office, the Justices of the Peace, Coroner's Office, Maintenance Enforcement, the Commissioners for Oaths and Notaries Public, Labour Standards Administration, support for the Labour Standards Board, the Nunavut Criminal Code Review Board, the Liquor Licensing 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)	2007-08	2008-09	2009-10	2010-11
<b>Court Administration</b>		4,642	<b>5,351</b>	5,351	5,351
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.					
<b>Nunavut Liquor Licensing Board</b>		250	<b>294</b>	294	294
The Nunavut Liquor Licensing Board functions independently for the control of the conduct of the license holders, the management and equipment of licensed premises and the conditions under which liquor may be sold or consumed on licenses premises under the <i>Liquor Act</i> .					
<b>Maintenance Enforcement Program</b>		304	<b>304</b>	304	304
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.					
<b>Justice of the Peace (JP)</b>		444	<b>809</b>	809	809
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.					
<b>Coroner's Office</b>		402	<b>402</b>	402	402
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.

**Rental** 119 119 119 119

A rental officer receives, investigates, mediates and adjudicates complaints under the *Residential Tenancies Act*. A finding of non-compliance can result in a Notice or Order and can be filed in court and enforced as an Order of that Court.

**Labour Standards Board/Labour Services Administration** 203 159 159 159

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

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**Total, Court Services** 6,364 7,438 7,438 7,438

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#### Priorities (2007-08)

- Pursue/develop training opportunities to prepare Inuit staff for advancement opportunities.  
**Status:** *Two Inuit managers are being trained to assume management positions. - In addition, two beneficiaries have been promoted from administrative to paraprofessional positions.*
- Strengthen financial management and procedures.  
**Status:** *The processing and reconciliation of the Court bank accounts, revenues, lawyers' fees, fines and restitutions has been greatly improved and strengthened through the implementation of clear operational procedures and staff training.*
- Develop a legislative proposal for amending the *Maintenance Enforcement Act*.  
**Status:** *Consultations on the Maintenance Enforcement Act are complete and a final report has been prepared. It is hoped that the new Act will be ready for introduction in the spring of 2008.*
- Manage the increased demand for court support services.  
**Status:** *The Court Registry increased staffing levels by 15% to respond to the increased demand for court support services in both the civil and criminal areas. The civil registry had a 30% growth in the number of files opened in 2006 and the criminal courts had the busiest year on record.*
- Continue to improve services in the Sheriff's office. The Sheriff's office is responsible for court security, civil enforcement and jury management.  
**Status:** *The Sheriff's office has expanded by 25% to respond to the increasing demand for services. Sheriff services are being improved through ongoing staff training, improved processes and the introduction and upgrades of automated systems, such as databases for jury administration and lawyers' accounts.*
- Develop a plan to respond to Federal 'Get Tough on Crime' initiatives.

**Status:** *Court Services has developed a plan for responding to the increase in number of trials that are anticipated when Bill C-9, amendments to the Criminal Code which will make conditional sentences unavailable for some offences, comes into force.*

- Continue the implementation of new technologies and systems.

**Status:** *The introduction of new video-conferencing technology at the Nunavut Justice Centre has been positively received by the judiciary and legal profession. Witnesses now regularly provide testimony from their home communities. Two portable video-conferencing units will be in full operation this year, and will provide opportunities for remote training, quasi-judicial hearings and meetings. In addition, the recent implementation of digital recording technology will significantly improve court operations by improving the quality and efficiency of managing the official court record.*

- Expand the publishing of Nunavut judicial precedents.

**Status:** *More than twenty Nunavut judicial precedents will have been published by this end of this fiscal year. Court Services is planning to make these available on the Nunavut Court of Justice website with sorting capability, to provide improved access and customer service.*

### **Priorities (2008-09)**

- Provide resources and training to support staff and Justices of the Peace in the implementation of the *Family Abuse Intervention Act*.
- Introduce the *Maintenance Enforcement Act*.
- Expand the use of new technologies and systems.

## **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.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Land Titles Office</b>		561	661	661	661
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	497	497	497
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>1,158</b>	<b>1,158</b>	<b>1,158</b>

#### Priorities (2007-08)

- Modernize Land Titles Office to build capacity in anticipation of higher volumes generated by community surveys (to be carried out in 2007-08 and 2008-09).  
**Status:** Daybook version 6.1 operational; all Land Titles certificate data loaded into database and all certificates of titles scanned. NUCO operational and suggested changes noted for searching ability.
- Lay groundwork for Electronic Registration System for both Land Titles (first priority) and Corporate Registries.  
**Status:** *Legislative proposal submitted for acceptance of electronic documents in Land Titles. Corporate Registry legislation authorizes electronic documentation. Awaiting balance of project funding to build electronic search access for both systems.*
- Improve websites to allow easy use of information and forms for both Land Titles and Corporate Registries, by incorporating instructions for preparation of submissions.  
**Status:** *Prototype website up on intranet. Sets of material for both Corporate and Land Titles forms ready for upload. Awaiting migration of Legal Registries systems onto purchased server to allow access to users.*
- 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.  
**Status:** *Phase 1 of project commitment for Land Titles completed. Preliminary agreement on exchange of registration numbers with CCCM reached. Awaiting second part of SINED funding to continue to Phase 2.*

- Explore Nunavut participation in Atlantic Personal Property Registration Systems (PPRS) proposal for wider integration.

**Status:** *List of common terms reviewed and agreed upon. Awaiting further inter jurisdictional developments.*

- Review Fees regulations for Corporate Registries, amendments to Electronic Commerce Act and Land Titles Act to allow for better streamlined systems in Legal Registries.

**Status:** *Fees reviewed against other jurisdictions; revised fees required only after electronic access given to clients. Amendments to Electronic Commerce Act not required; legislative proposal submitted for Land Titles Act amendments. Forced growth submission accepted for two additional officers. Awaiting competitions.*

## Priorities (2008-09)

### Land Titles:

- Provide electronic search access to clients;
- Develop second phase of electronic registration: online registration;
- Finalize automated plan registration numbers exchange with CCCM and populate with GIS data.

### Corporate Registries:

- Provide electronic search abilities to clients;
- Allow electronic documents submissions;
- Build electronic database of all records and submissions for Corporations and Societies.

## 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.



Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Corrections Directorate</b>		994	<b>918</b>	918	918
The Directorate oversees the operation of corrections throughout Nunavut. We provide the direction and support to institutions and community programs as well as develop and initiate new programs and assist in program development. The Directorate also provides the liaison with other jurisdictions across Canada.					
<b>Community Corrections (Probation Services)</b>		1,625	<b>1,625</b>	1,625	1,625
Community Corrections has been working at establishing a "stand alone" probation service for Nunavut. Probation services that were formerly handled by Health and Social Services are now being conducted by Community Corrections officers in some communities. Community Corrections officers provide supervision, support and programming to adult and youth offenders serving sentences on probation or under conditional sentences. Social Services still provide some services in communities where we do not have Community Corrections officers.					
<b>Adult Healing Facilities</b>		1,582	<b>1,582</b>	1,582	1,582
Carrying out the mandate of the courts, the Healing Facilities provide care, custody and control to offenders sentenced to terms of incarceration. By providing counseling and healing programs in the communities, offenders are able to heal in an environment that provides support from their home communities and families.					
<b>Adult Institutions and Correctional Camps</b>		9,144	<b>12,377</b>	12,377	12,377
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.					
<b>Young Offenders Custody / Open and Secure</b>		2,105	<b>2,105</b>	2,105	2,105
To provide open and secure placement for youth offenders as ordered by the court pursuant to the <i>Youth Criminal Justice Act</i> . The program provides treatment and care to youth sentenced to terms in custody or awaiting trial. The open custody young offenders are sent to the alternative homes to learn to live in a structured environment. The alternative homes also provide traditional healing and Inuit living skills on the land in all seasons, spring, summer, fall and winter.					
<b>Total, Corrections</b>		<b>15,450</b>	<b>18,607</b>	<b>18,607</b>	<b>18,607</b>

#### Priorities (2007-08)

- Complete design and site preparation work for male correctional institute in Rankin Inlet.  
**Status:** *Consultations with the community and various stakeholders have been completed. A Project Brief is now being drafted on the basis of all input received, with award of the design contract to be completed by March 2008.*
- Develop plans to provide structured training for correctional staff.  
**Status:** *The new position of Corrections Training Specialist will orient, train, and support employees in all areas of Corrections. This individual developed the five-week Nunavut Justice Corrections Training Course. This is a five week course that all new Corrections staff working in the facilities will take. Current staff receive a refresher course similar to this five week program.*

- Continue to expand outpost camps and alternative homes, as alternatives to incarceration at Baffin Correctional Centre and *Isumaqsungittukkuvik* Youth Centre.  
**Status:** *The Department has increased the per diem rates paid to outpost camp providers to ensure sustainability of those camps as alternatives to Correctional facilities. The majority of the current inmate population is remanded, making it difficult to expand the use of outposts.*
- Expand the Division's ability to extract data from the offender information systems to better manage cases and guide development of Corrections programs.  
**Status:** *The Corrections Offender Management System has been brought online in nine communities. Many communities now have complete information on offenders from 1999 to the present. Current sentences, including community-based sentences, are now being tracked centrally with the assistance of the Court Information System and social workers. Corrections will continue to seek ways to improve the reporting capabilities and expansion of programming modules for the system.*
- Collaborate with other jurisdictions to enter into joint initiatives for mutual benefit.  
**Status:** *Corrections has entered into a new Exchange of Service agreement with the Correctional Service of Canada. The division is currently renegotiating agreements with the governments of Ontario and the Northwest Territories for exchange of inmates to those jurisdictions.*

### **Priorities (2008-09)**

- Develop a Human Resource strategy for the Kivalliq Healing Correctional Centre.
- Expand the capacity of outpost camps and alternative homes to provide secure and effective programming as an alternative to incarceration at Correctional facilities.
- Review programming provided to offenders, through integration of case management and strategies to address the needs of chronic offenders.
- Establish and deliver comprehensive education and training programs for correctional staff.

## **Community Justice**

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.

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

### **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.
- To disseminate public legal education material in all communities.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Community Justice Directorate</b>		502	<b>2,903</b>	2,903	2,903
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	<b>1,706</b>	1,706	1,706
Provides alternative justice to communities and offenders and also provides crime prevention initiatives to the communities, working in conjunction with community groups, providing funding for crime prevention programs and working with offenders in the areas of mediation and diversion. It is important that local responsibilities and accountability be restored, the Justice Committee can contribute to create a fair, just, and supportive community in a manner that is consistent with its traditional values, and provides an alternative to prosecution in court.					
The Community Justice division also coordinates victims' services, including the development of policies and guidelines for the Victim Assistance Committee, and assisting community groups in their applications for funding.					
The Community Justice division also coordinates the family mediation program, which provides families an alternative to the court process in terms of child custody, access and child support.					
<b>Total, Community Justice</b>		<b>1,953</b>	<b>4,609</b>	<b>4,609</b>	<b>4,609</b>

#### Priorities (2007-08)

- Improve the process of selecting and appointing community justice committee members: Develop selection criteria, the nomination and evaluation process.  
**Status:** *Clearly defined processes are now being followed for all new appointments, with the input of various community stakeholders.*
- Increase networking amongst the Crown, Government of Nunavut, Hamlets and the RCMP.  
**Status:** *This is an ongoing priority of the Community Justice division in all regions.*
- Strengthen the financial management of contribution agreements for community justice committees.  
**Status:** *Significant improvement in reporting of activity and expenditures has been noted.*
- Continue to provide mediation training for communities, which have not already received it.  
**Status:** *Mediation training techniques in the area of victim/offender mediation skills has been completed and delivered to the Kivalliq, South Baffin regions, and plans are underway to deliver mediation training for the Kitikmeot and North Baffin regions.*
- Coordinate the mediation process for family law and the development of small claims at the community level.  
**Status:** *Three additional positions have been created to coordinate family mediation with the implementation of the Family Abuse Intervention program.*

- Explore additional funding mechanisms to expand victim’s services to all regions.  
**Status:** *The Victims Assistance Committee is meeting actively. The division’s staff continues to seek new funding opportunities for community agencies.*

**Priorities (2008-09)**

- Implement the *Family Abuse Intervention Act* program in all Nunavut communities.
- Establish a mediation program for Nunavut, to function within the scope of family law and to complement the *Family Abuse Intervention Act*. Coordinate the delivery of small claims mediation.
- Implement and deliver parenting after separation program at the community level.
- Explore options for establishment of the Victims Services Program in Nunavut.

**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)	2007-08	2008-09	2009-10	2010-11
Human Rights Tribunal		599	849	849	849
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>849</b>	<b>849</b>	<b>849</b>

**Priorities (2007-08)**

- Issue Annual report on or before June 30<sup>th</sup>, 2007.  
**Status:** *Issued on August 31, 2007*
- Decrease time line for rendering Part 4 Decisions.  
**Status:** *Time lines remain constant with 2006-07 until new members are on strength.*
- Members upon completing training and mentoring will lead mediation sessions.  
**Status:** *New members received training and mentoring.*

**Priorities (2008-09)**

- Issue Annual Report on or before June 30, 2007.

- Decrease decision turn-around time lines.
- Review administrative processes and procedures, with an emphasis on IQ framework incorporation.
- Launch website.

## 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)	2007-08	2008-09	2009-10	2010-11
<b>Legal Services Board</b>		4,945	<b>5,179</b>	5,179	5,179
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>5,179</b>	<b>5,179</b>	<b>5,179</b>

### Priorities (2007-08)

- 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.

**Status:** *The Court worker Coordinator standardized the wages of court workers in the three regions. The court workers remain employees of the regional boards, however, and not of the Legal Services Board, so they are not under NLSB contract.*

- 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.

**Status:** *We have seen improvements in terms of accountability and performance on circuits. Ongoing, but largely successful.*

- 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.

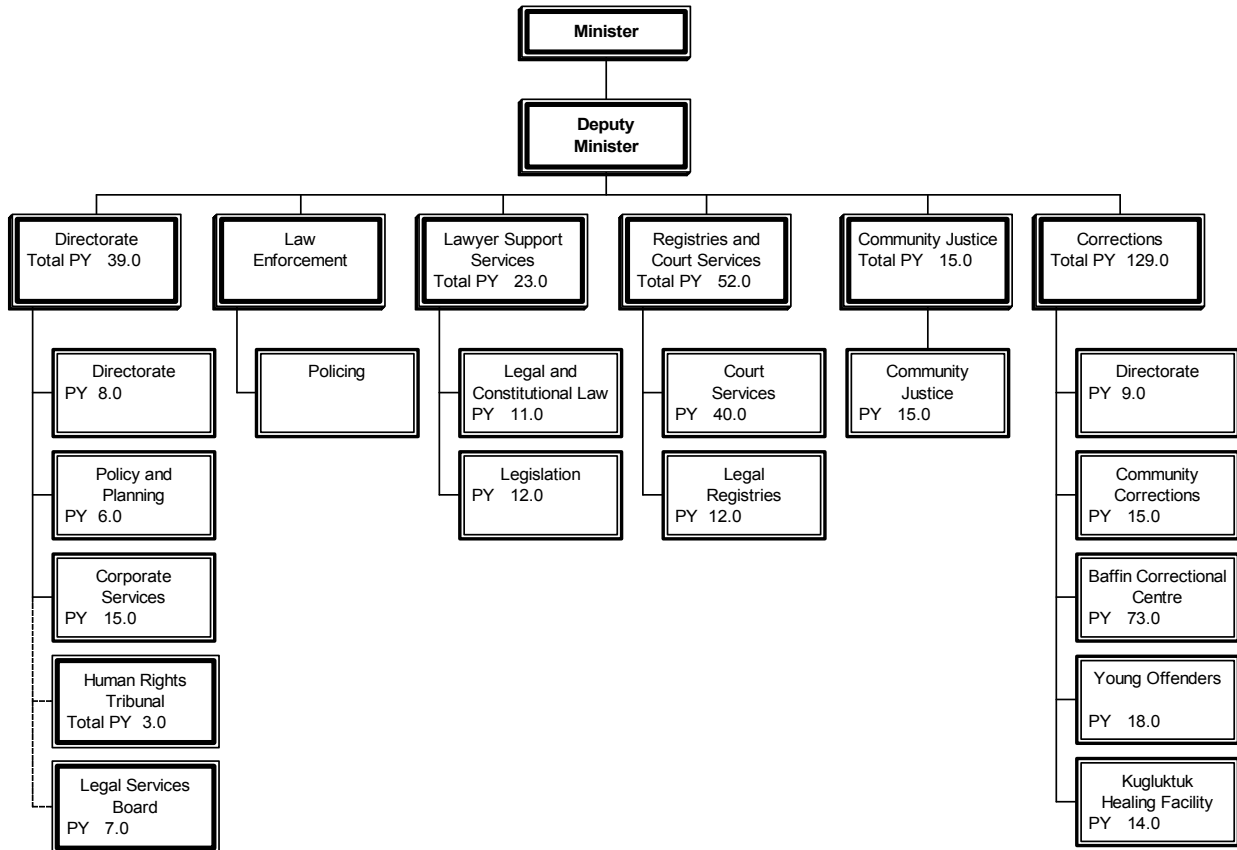
**Status:** *Ongoing, but largely successful.*

- 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.

**Status:** *An accountant has been hired and the Legal Services Board is beginning the process of evaluating its financial situation and properly requesting additional funds in a timely manner.*

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	252.3
Vote 4/5 PYs	5.7
Revolving Fund PYs	-
<b>Total PYs</b>	<b>258.0</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. In addition, the Public Trustee 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.

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.



## **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.

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.

## *Department of Justice*

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

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		2008 – 2009 Main Estimates		2009 – 2010 Planned		2010 – 2011 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE**</b>								
Salary	3,167	34.0	3,172	39.0	3,172	39.0	3,172	39.0
Grants & Contributions	5,544		6,028		6,028		6,028	
Other O&M	444		439		439		439	
<b>Subtotal</b>	<b>9,155</b>		<b>9,639</b>		<b>9,639</b>		<b>9,639</b>	
<b>LAW ENFORCEMENT</b>								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	21,287		22,823		22,901		22,997	
<b>Subtotal</b>	<b>21,287</b>		<b>22,823</b>		<b>22,901</b>		<b>22,997</b>	
<b>LAWYER SUPPORT SERVICES</b>								
Salary	1,998	26.0	2,210	23.0	2,210	23.0	2,210	23.0
Grants & Contributions	-		-		-		-	
Other O&M	157		265		265		265	
<b>Subtotal</b>	<b>2,155</b>		<b>2,475</b>		<b>2,475</b>		<b>2,475</b>	
<b>REGISTRIES AND COURT SERVICES</b>								
Salary	4,120	44.5	4,690	52.0	4,690	52.0	4,690	52.0
Grants & Contributions	-		-		-		-	
Other O&M	3,202		3,906		3,906		3,906	
<b>Subtotal</b>	<b>7,322</b>		<b>8,596</b>		<b>8,596</b>		<b>8,596</b>	
<b>CORRECTIONS</b>								
Salary	10,909	122.0	11,985	129.0	11,985	129.0	11,985	129.0
Grants & Contributions	-		-		-		-	
Other O&M	4,541		6,622		6,622		6,622	
<b>Subtotal</b>	<b>15,450</b>		<b>18,607</b>		<b>18,607</b>		<b>18,607</b>	
<b>COMMUNITY JUSTICE</b>								
Salary	764	9.0	1,623	15.0	1,623	15.0	1,623	15.0
Grants & Contributions	1,060		2,407		2,407		2,407	
Other O&M	129		579		579		579	
<b>Subtotal</b>	<b>1,953</b>		<b>4,609</b>		<b>4,609</b>		<b>4,609</b>	
<b>TOTAL</b>	<b>57,322</b>	<b>235.5</b>	<b>66,749</b>	<b>258.0</b>	<b>66,827</b>	<b>258.0</b>	<b>66,923</b>	<b>258.0</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.

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

**Business  
Plan**

**2008-2009**

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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.

To fulfill its lead role in the preservation and promotion of Inuit Qaujimajatuqangit and Inuit language, the department relies on partnerships with a cross-section of territorial and federal government departments and agencies, and on the involvement of individuals, community organizations, volunteers and advocacy groups.

### 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;
- 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; 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 environment that reflects Inuit Societal Values through the application of Inuit Qaujimajatuqangit.
- Enabling Nunavummiut to have the ability to communicate in Nunavut's official languages, both at work and when accessing government services.
- Promoting decision making that is developed through consultation and a commitment to consensus building – aajiiqatigiingniq.

- Supporting the growth of community capacity and self-reliance by working in partnership with other departments, governments, non-governmental organizations, Inuit organizations and communities.
- Encouraging participation and input while respecting the views of others.
- Developing easily understood programs and services and making them accessible to all Nunavummiut.
- Protecting the rights of individuals and organizations to fair treatment in the review and approval of funding requests.
- Expending public dollars efficiently and effectively.
- Working towards healthy communities.
- Promoting life-long learning.

## **Language Services**

In accordance with the *Language Services Guidelines* for the Government of Nunavut, the Department of Culture, Language, Elders and Youth provides language services in Inuktitut and English in all regions, Inuinnaqtun in Kugluktuk and French in Iqaluit.

### **Current Status of Language Services**

The department is in compliance with the recommended services in the guidelines, including:

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

In addition, the department's Language Services will be enhanced by the:

- Recruitment and retention of bilingual staff with an emphasis on Inuit language speakers.
- Review of documentation/information produced by the department to identify gaps in language services delivery and take appropriate steps to address the gaps.
- Distribution of *Taimaattiaq*, a language tool kit to assist all staff in incorporating the Inuit language into their daily work.
- Conducting regular workshops to develop standardized terminology in the Inuit language.

## **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 promotion of Uqausirmut Quviasuutiqarniq (language week), and Titiraliritti, Nunavut's literary prize;
- 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 and 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 the Inuit language as the working language and by holding regular terminology workshops to develop standard Inuit language 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 Qaujimaqatuqangit Katimajit, and we are collaborating with other departments on the establishment of Piqqusilirivvik.

## 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 Inuit language speaking employees fill the position. This increases the probabilities of hiring beneficiaries. This is especially true in the Official Languages Branch and the Inuit Qaujimagatuqangit Division.

By the end of the 2007-08 fiscal year, the Department of Culture, Language, Elders and Youth expects to be at 64% Inuit Employment.

During the 2008-09 fiscal year, the department will work to increase Inuit employment to 70%.

### Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>74</b>		<b>74</b>	
Total Filled Positions	61	82	71	96
Total Vacancies	13	18	3	4
Total Beneficiaries	39	64	50	70
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	-	-	-	-
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	-	-	-	-
Total Beneficiaries in Senior Management Positions	4	57	3	43
<b>Total Middle Management Positions</b>	<b>10</b>		<b>9</b>	
Total Filled Middle Management Positions	7	70	9	100
Total Vacant Middle Management Positions	3	30	-	-
Total Beneficiaries in Middle Management Positions	4	57	5	56
<b>Total Professional Positions</b>	<b>30</b>		<b>31</b>	
Total Filled Professional Positions	24	80	29	94
Total Vacant Professional Positions	6	20	2	6
Total Beneficiaries in Professional Positions	15	63	20	69

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Paraprofessional Positions</b>	<b>15</b>		<b>15</b>	
Total Filled Paraprofessional Positions	14	93	15	100
Total Vacant Paraprofessional Positions	1	7	-	-
Total Beneficiaries in Paraprofessional Positions	9	64	11	73
<b>Total Administrative Support Positions</b>	<b>10</b>		<b>10</b>	
Total Filled Administrative Support Positions	7	70	10	100
Total Vacant Administrative Support Positions	3	30	-	-
Total Beneficiaries in Administrative Support Positions	5	71	9	90

## 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.

The Department of Culture, Language, Elders and Youth will engage in the following activities:

- hiring of beneficiaries for vacant positions;
- participation in the Sivuliqtiksat Internship program; and
- planning for the implementation of on-the-job training.

## ENVIRONMENTAL SCAN

With a population of 85% Inuit, Nunavut's social and cultural environment is unique within Canada. 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.

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 the Inuit language.

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 eight 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 leads in the preservation of traditional culture of Nunavut through its activities in archaeology, toponymy, arts, museums and archives programs. 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 the Inuit language the working language of government.

In many Nunavut communities the Inuit language continues to be the first language of the majority of residents. In other areas, however, English is rapidly replacing the Inuit language 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 Inuit language 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 the Inuit language in the workplace will also increase. However, additional policies and plans need to be in place to make Inuit language the working language of the government by 2020. As use of the Inuit language 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**

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 Inuit language speakers 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 the Inuit language 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

There are many issues that our department needs to address to carry out our mandate. These critical issues include the following:

- Piqusilirivik - The establishment and ongoing operations of this unique center of learning.
- Nunavut Heritage Centre - Development of a fundraising campaign for the territorial heritage facility, which is urgently required, is underway.

- Official Language Legislation - New language legislation has been drafted to address the needs of Nunavut's Inuit language speaking majority, while respecting the official languages of Canada.
- Inuit Qaujimagatuqangit - The Department of Culture, Language, Elders, and Youth needs to provide direction and support in the integration of Inuit Societal Values and approaches into governmental operations and programs and service delivery.
- Language and Translation Services - Augment the linguistic and human resources in the Translation Bureau and strengthen and develop Inuit language terminology for Nunavummiut.
- Enhancing the Volunteer Sector - Nunavummiut require more opportunities to volunteer, get involved in community activities, and learn from positive role models.
- Building Healthy Communities - Create opportunities to enhance active living, recreation, and sport and ensure our youth are involved in positive extracurricular activities.
- Sport and Recreation Facilities - Investment is urgently required in the sport and recreation sectors, to meet current and future demands of Nunavut's growing population, for recreational facilities.

## CORE BUSINESS

Culture, Language, Elders and Youth programs:

	Budget (\$000)			
	2007-08	2008-09	2009-10	2010-11
Directorate	3,550	<b>3,650</b>	3,250	3,250
Official Languages	2,626	<b>2,626</b>	2,626	2,626
Culture and Heritage	4,801	<b>4,721</b>	4,722	4,761
Community Programs	3,254	<b>3,267</b>	3,267	3,296
Sport Nunavut	3,843	<b>3,843</b>	3,843	3,843
<b>TOTAL</b>	<b>18,074</b>	<b>18,107</b>	<b>17,708</b>	<b>17,776</b>

### Directorate

The office of the Deputy Minister 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)	2007-08	2008-09	2009-10	2010-11
<b>Deputy Minister's Office</b>		380	<b>380</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	<b>246</b>	246	246
The Assistant Deputy Minister's office is responsible for overseeing the Official Languages and the Inuit Qaujimagatuqangit operations and services as well as assisting the Deputy Minister in departmental management.					
<b>Policy and Planning</b>		720	<b>720</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	<b>825</b>	825	825
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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.

<b>Inuit Qaujimajatuqangit</b>	1,379	<b>1,479</b>	1,079	1,079
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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.

<b>Total, Directorate</b>	<b>3,550</b>	<b>3,650</b>	<b>3,250</b>	<b>3,250</b>
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**Priorities (2007-08)**

- Strengthen the presence of the Inuit Qaujimajatuqangit and Tuttarviit throughout Nunavut to provide direction on creating culturally responsive and sensitive operations, programs, and services for Nunavummiut.  
**Status:** *This is an ongoing process that involves communications to all departments through the Deputy Ministers Committee.*
- Develop an Inuit Societal Values program for Nunavummiut.  
**Status:** *This project has been implemented in Clyde River. A second call for proposal focusing on the Kitikmeot region was issued in September 2007.*
- Produce an Inuit Qaujimajatuqangit workplace resource manual.  
**Status:** *Draft document is being circulated for review and approval.*
- Ensure that Inuit Qaujimajatuqangit Katimajit's recommendations are submitted to the appropriate departments and incorporated into policies and programs across all departments.  
**Status:** *This issue will be addressed in the Policy Framework for the IQ division.*

**Priorities (2008-09)**

- Complete the Policy Framework for the IQ division which will include procedures to 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 the Inuit language 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 the Inuit language, including its grants and contributions program for community-based language projects, the annual Nunavut Literary Prize and *Asuilaak*, the Inuit Language 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 Inuit language 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 the Inuit language.
- Provide a framework for the delivery of official language services to the public.
- Support the Inuit language as the working language of government through implementation of the *Inuit Language Protection Act*.
- Develop and maintain Asuilaak, the Inuit Language Living Dictionary, as the largest source of information on the Inuit language.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Language Translations and Operations</b>		1,651	<b>1,651</b>	1,651	1,651
The Translation Bureau provides translation services in Inuit language, French, and English for the Government of Nunavut.					
<b>Language Promotion, Protection, and Preservation</b>		300	<b>300</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 the Inuit language.					
<b>Language Research and Development</b>		675	<b>675</b>	675	675
This program supports new print and electronic resources in the Inuit language, as well as the development of new terminology. These efforts are crucial to the increased use of the Inuit language as a working language of the Government of Nunavut.					
<b>Total, Official Languages</b>		<b>2,626</b>	<b>2,626</b>	<b>2,626</b>	<b>2,626</b>

### Priorities (2007-08)

- Develop a comprehensive implementation plan for the *Inuit Language Protection Act* and the *Official Languages Act*, and all associated regulations.  
**Status:** *Although the introduction of the Language bills were delayed to the June 2007 legislative sitting, implementation cost estimates have been prepared for the Inuit Language Protection Act and the Official Languages Act. Upon the passage of the legislation, further work will be required to develop a comprehensive plan as mandated by both bills.*
- Enhance translation and terminology services provided to the public and language professionals.  
**Status:** *The Asuilaak Living Dictionary is enhanced with new terms for climate change, finance, statistics, computer and job titles. As well, a translation memory and terminology*

*system is also being implemented (Fall 2007) to improve productivity and consistency in translation provided by CLEY's Language Bureau to all GN departments.*

- Begin work on establishing the Inuit Uqausinginnik Taigusiliuqtiit (Inuit Language Authority).  
**Status:** *A business case is being developed for the establishment of the Inuit Uqausinginnik Taigusiliuqtiit.*
- Pursue negotiations with the federal government on a *Canada-Nunavut General Agreement for the Protection of French and the Inuit language* that will respond to the needs of Nunavut.  
**Status:** *Ongoing negotiations with the federal government are taking place with senior officials of Heritage Canada for a renewed Co-operation Agreement that better reflects the language needs of Nunavut.*

### Priorities (2008-09)

- Complete a comprehensive implementation plan for the *Inuit Language Protection Act* and the *Official Languages Act*, and all associated regulations.
- Finalize work on establishing the Inuit Uqausinginnik Taigusiliuqtiit (Inuit Language Authority).

## Culture and Heritage

Culture and Heritage is responsible for the conservation, protection, promotion and enhancement of the cultural richness of Nunavut. This is 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 the Inuit language use and retention.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Culture and Heritage Operations</b>		1,001	<b>1,001</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	<b>275</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	<b>275</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	<b>341</b>	341	341
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	<b>300</b>	300	300
Culture and Heritage provides core funding to support the operations of registered community heritage centres.				
<b>Archaeology &amp; Palaeontology Grants</b>	-	<b>25</b>	25	25
Culture and Heritage provides grants to graduate student researchers conducting archaeological or palaeontological research in Nunavut.				
<b>Heritage, Elders and Youth Centres Contributions</b>	987	<b>907</b>	908	947
Culture and Heritage provides contributions for projects that support the protection, acquisition of equipment, or renovation of heritage, elders and youth centre facilities in Nunavut.				
<b>Archaeology Program</b>	129	<b>129</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, Nunavut communities, the Inuit Heritage Trust, and other territorial and federal government agencies.				
<b>Archives Program</b>	100	<b>100</b>	100	100
The department maintains the formal record of the territory as mandated in the Archives Act. It stores and maintains the records of the territory's history for posterity and allows residents to access these records. The objective and operational goal of the Archives Program is to obtain, preserve, and make accessible the historic documentation of the Government of Nunavut, Legislature, contributions of significant individuals and Inuit organizations.				
<b>Toponymy Program</b>	110	<b>110</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	<b>906</b>	906	906
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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	<b>352</b>	352	352
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Culture and Heritage provides contribution funding to support the operations of community libraries across Nunavut.

<b>Total, Culture and Heritage</b>	<b>4,801</b>	<b>4,721</b>	<b>4,722</b>	<b>4,761</b>
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**Priorities (2007-08)**

- Continue capital and strategic planning for the Nunavut Heritage Centre.  
**Status:** *Planning by the territorial working group is ongoing. Reviewed options for a public fundraising campaign and developed an RFP for the public campaign. An RFP for the capital campaign has been issued and submissions are under review.*
- Expand and enhance archaeology training program in collaboration with the Inuit Heritage Trust.  
**Status:** *Planned field school in Hall Beach postponed to 2008 due to unforeseen logistical issues. The 2007 field project was very successful and was strongly supported by the community.*
- Implement phased human remains repatriation strategy.  
**Status:** *Co-hosted a repatriation workshop in Rankin Inlet with the Inuit Heritage Trust. Elders from across Nunavut provided advice and support for the initiative. Background information has been collated and entered into a database and meetings are planned for the fall of 2007 with agencies from which Nunavut intends to repatriate.*
- Assist communities in the protection and designation of historic sites through the Historic Places Initiative (HPI).  
**Status:** *HPI Nunavut completed the development of a Historic Places Municipal Registry which will be forwarded to each Nunavut community to aid with municipal site designation. An inventory of built heritage from each of Nunavut's 25 communities has also been initiated.*
- Continue planning for the transfer and development of Nunavut's heritage databases.  
**Status:** *Discussions are ongoing with the Yukon and NWT governments for the transfer of the archaeological sites database from the Canadian Museum of Civilization.*
- Continue the international promotion of Nunavut's culture and heritage through the Our Land exhibition.  
**Status:** *'Our Land' was exhibited at the Hood Museum in Dartmouth from March to May 2007 and is scheduled to open at the Eiteljorg Museum in Indianapolis in 2009. Additional venues are being sought.*
- Enhance operations and services of Nunavut Public Library Services through upgrading of computer systems.



**Status:** *The computer systems, including the security system, at the Iqaluit Centennial Library have been completely upgraded.*

- 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.

**Status:** *Due to staffing issues, toponymy programs and services did not meet their target levels. The program did, however, facilitate the formal approval of a record number of the Inuit language place names (348) and produced the first annual report of the Nunavut Geographic Names Committee.*

- Continue digitization of Inuit Cultural Institute audio collection.

**Status:** *The digitization of 160 reel-to-reel tapes has been completed.*

### **Priorities (2008-09)**

- Engage communities in historic place preservation by completing revisions to the *Historical Resources Act*, completing a procedures manual on the designation of historic places, and completing pilot projects being developed to engage elders and youth in the documentation of community historic places.
- Enhance archaeology programs and services through implementation of the student grant-in-aid program, continuation of the archaeology field school in Hall Beach, update of the permit administrative procedures and promotion of Nunavut's archaeological heritage.
- Complete negotiations with agencies for transfer of human remains to Nunavut.
- Implement capital fundraising campaign for the Nunavut Heritage Centre.
- Strengthen operations of Nunavut Public Library Services.

## **Community Programs**

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**

- Provide non-profit community based organizations and individuals with assistance in program design and implementation.
- Provide elders and youth the opportunity to contribute to cultural and language initiatives in Nunavut.
- 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)	2007-08	2008-09	2009-10	2010-11
<b>Community Programs Operations</b>		1,065	<b>1,065</b>	1,065	1,065
Community Programs provides overall direction and planning for the management of elders, youth and leisure programs and services. 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	<b>1,521</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. 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>Recreation Facilities Project Contributions</b>		668	<b>681</b>	681	710
Community Programs provides contributions to municipal corporations for the acquisition, construction, or renovation of community recreational facilities.					
<b>Total, Community Programs</b>		<b>3,254</b>	<b>3,267</b>	<b>3,267</b>	<b>3,296</b>

**Priorities (2007-08)**

- Due to majority of the recommendations being met, renew the *Youth Identity Development Strategy* to further meet youth issues.  
**Status:** *The Youth Division will begin the process of renewing the recommendations with the Youth Committees across Nunavut via teleconference throughout Fall 2007 and Winter 2008.*
- Provide liaison between the department and communities by holding workshops and assisting proponents on available grants and contributions.  
**Status:** *Staff will be visiting four communities (Pond Inlet, Baker Lake, Taloyoak and Gjoa Haven) during Fall 2007 to hold workshops on the department's grants and contributions programs.*
- Implement specific recommendations resulting from the *Promoting Elders Needs Strategy* to address the needs of elders/seniors in Nunavut.  
**Status:** *Work is currently being done on three recommendations through various programs and projects: (1) Respect for Elders and Elder abuse, (2) Passing on Knowledge, (3) Elder Committees.*
- Promote the level of physical activity in Nunavut through the *Active Living Campaign*.  
**Status:** *Physical activity initiatives are being promoted through grants available to all communities.*

### Priorities (2008-09)

- Further develop and pursue specific initiatives related to recommendations from the Promoting Elders Needs Strategy.
- Collect oral history from Kitikmeot communities.
- Build capacity in the Nunavut Volunteer and Recreation Leadership sector through workshops in various communities.

## 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. Our clients in sport and recreation development are registered territorial sport organizations, Nunavut sport clubs, and municipal corporations. Sport Nunavut also co-ordinates and provides funding for Nunavut's participation in major multi-sport games such as the Arctic Winter Games, Canada Summer and Winter Games, Western Canada Summer Games and the North American Indigenous Games.

### Objectives

- Provide Nunavummiut with access to coaching and sport programs and services at the community and territorial levels.
- Identify and prepare athletes, coaches and officials for becoming involved in multi-sport games.
- Provide positive participatory sport and recreation experiences to help Nunavummiut make healthy lifestyle choices with regard to physical activity and sport.
- Promote and assist community recreation personnel in organizing and funding healthy sport and recreation activities at the community level.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Sport and Recreation Program Support</b>		1,486	<b>1,486</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	<b>2,357</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>	<b>3,843</b>	<b>3,843</b>

### Priorities (2007-08)

- Work with stake holders in developing and promoting traditional sports (Inuit games) resources and events.

**Status:** *Coordinated preparation of Team Nunavut's Inuit Games representation at the 2007 Canada Winter Games in Whitehorse, Yukon. As well, the Territorial Summer Games program was completed in August with youth, adult and elder participation from all three regions of Nunavut.*

- Continue to provide mentorship and training opportunities to young coaches in Nunavut.  
**Status:** *Provided assistance for coaching and officiating clinics throughout the territory in the sports of Soccer, Hockey, Table Tennis, Basketball, Judo and Speed Skating.*
- 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:** *Six Territorial Sport Organization and two Sport Club grants have been issued.*
- Assist territorial sport organizations and Nunavut sport clubs in the identification, selection, preparation and presentation of Team Nunavut representatives for multi-sport games.  
**Status:** *Nunavut was represented by its largest team ever at the 2007 Canada Winter Games.*
- Seek outside funding and/or joint funding opportunities with private sector agencies that will ensure the continued growth of sport involvement in Nunavut.  
**Status:** *This is an ongoing initiative.*
- Coordinate the Government of Nunavut's presentation in multi-sport games, i.e. the 2008 Arctic Winter Games and 2007 Western Canada Summer Games.  
**Status:** *Team Nunavut participated in the 2007 Canada Winter Games, winning its first medal in the sport of Judo. As well, Team Nunavut participated in the 2007 Western Canada Summer Games, winning a bronze medal in Wrestling.*
- Coordinate and implement the Pan Territorial Sport Development Strategy.  
**Status:** *This is an ongoing initiative.*
- Assist community recreation personnel in organizing and funding of local community events and competitions.  
**Status:** *A number of sport teams were issued contributions through the Intercommunity Sport Competition program.*
- Assist with transportation costs for athletes, coaches and officials participating in sport competitions between two or more closely neighbouring communities.  
**Status:** *Assisted in the funding and preparations for the participants of the 2007 Inuit Games Territorial Championships.*
- 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.  
**Status:** *Provided funding to six municipal corporations to assist in the hiring of pool supervisors, lifeguards and assistants to operate public pools or waterfront programs and provide supervised aquatic activities for all community residents.*
- Provide sport skill advancement at the local level.  
**Status:** *Provided financial assistance to one Nunavut community under the Sport Skills Development Program.*

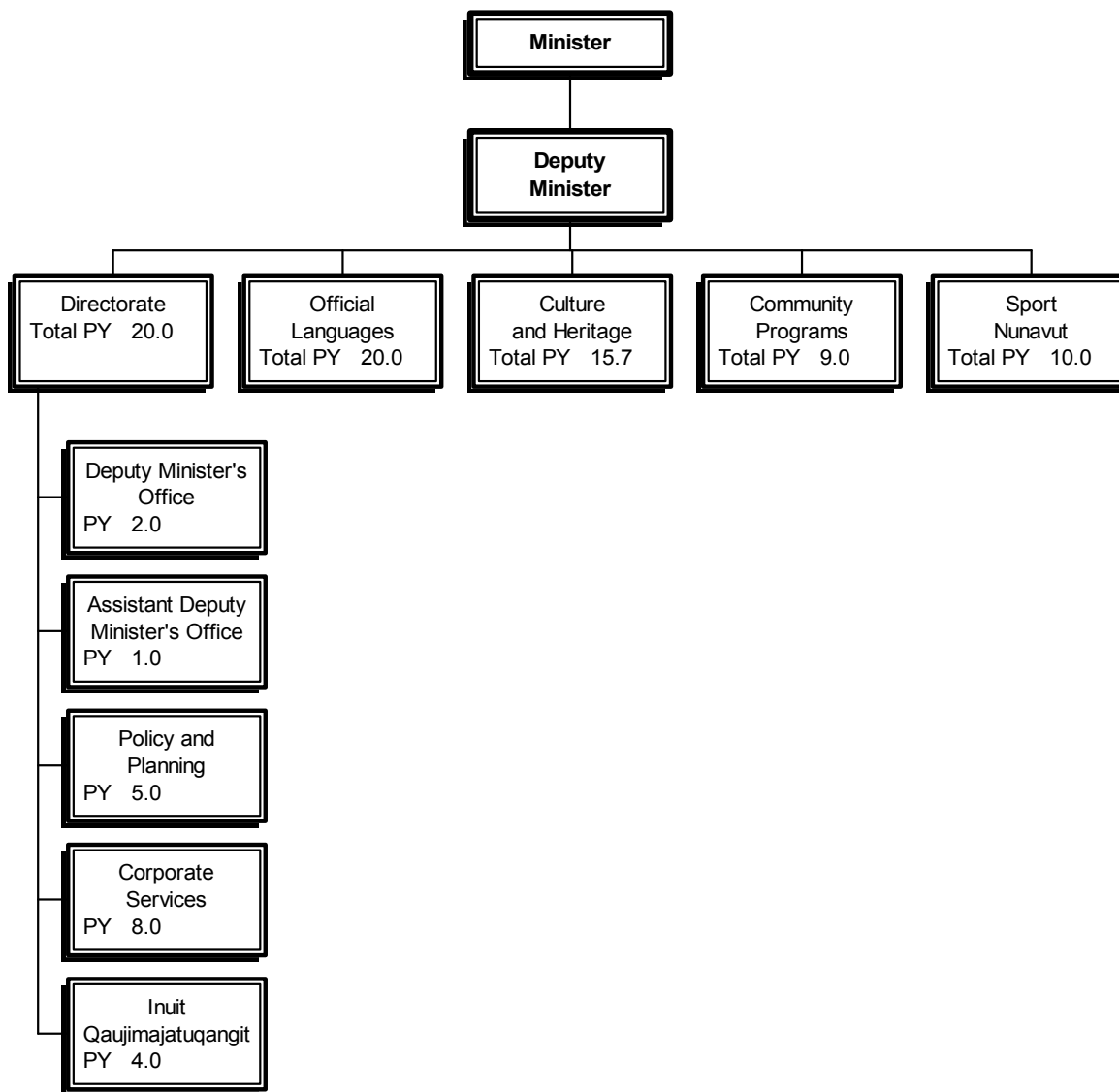
- Assist with organization and travel costs in the support of Inuit Games.  
**Status:** *Assisted with the organization and travel costs of 2007 Inuit games.*

**Priorities (2008-09)**

- Provide funding and logistical support to territorial sport organizations and Nunavut sport clubs in the identification, preparation and presentation of Team Nunavut representatives for multi-sport games; eg. 2008 North American Indigenous Games in Cowichan Valley, B.C.
- Participate in the Vancouver Organizing Committee Interdepartmental Working Group to ensure Nunavut's involvement in the 2010 Winter Olympic and Paralympics Games.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	66.7
Vote 4/5 PYs	8.0
Revolving Fund PYs	-
<b>Total PYs</b>	<b>74.7</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 the Inuit language 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 the Inuit language, 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 include 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		2008 – 2009 Main Estimates		2009 – 2010 Planned		2010 – 2011 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>								
Salary	2,314	20.0	<b>2,314</b>	<b>20.0</b>	2,164	18.0	2,164	18.0
Grants & Contributions	200		<b>300</b>		300		300	
Other O&M	1,036		<b>1,036</b>		786		786	
<b>Subtotal</b>	<b>3,550</b>		<b>3,650</b>		<b>3,250</b>		<b>3,250</b>	
<b>OFFICIAL LANGUAGES</b>								
Salary	1,430	19.0	<b>1,430</b>	<b>20.0</b>	1,430	20.0	1,430	20.0
Grants & Contributions	300		<b>300</b>		300		300	
Other O&M	896		<b>896</b>		896		896	
<b>Subtotal</b>	<b>2,626</b>		<b>2,626</b>		<b>2,626</b>		<b>2,626</b>	
<b>CULTURE AND HERITAGE</b>								
Salary	1,431	16.7	<b>1,431</b>	<b>15.7</b>	1,431	15.7	1,431	15.7
Grants & Contributions	2,655		<b>2,575</b>		2,576		2,615	
Other O&M	715		<b>715</b>		715		715	
<b>Subtotal</b>	<b>4,801</b>		<b>4,721</b>		<b>4,722</b>		<b>4,761</b>	
<b>COMMUNITY PROGRAMS</b>								
Salary	1,002	9.0	<b>1,002</b>	<b>9.0</b>	1,002	9.0	1,002	9.0
Grants & Contributions	1,598		<b>1,611</b>		1,611		1,640	
Other O&M	654		<b>654</b>		654		654	
<b>Subtotal</b>	<b>3,254</b>		<b>3,267</b>		<b>3,267</b>		<b>3,296</b>	
<b>SPORT NUNAVUT</b>								
Salary	1,043	10.0	<b>1,043</b>	<b>10.0</b>	1,043	10.0	1,043	10.0
Grants & Contributions	2,357		<b>2,357</b>		2,357		2,357	
Other O&M	443		<b>443</b>		443		443	
<b>Subtotal</b>	<b>3,843</b>		<b>3,843</b>		<b>3,843</b>		<b>3,843</b>	
<b>TOTAL</b>	<b>18,074</b>	<b>74.7</b>	<b>18,107</b>	<b>74.7</b>	<b>17,708</b>	<b>72.7</b>	<b>17,776</b>	<b>72.7</b>



**Department of  
Education**

**Business  
Plan**

**2008-2009**

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## INTRODUCTION

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

A wide range of programs and services are provided to Nunavummiut which encourage and support self-reliance; leading individuals towards productive decisions for themselves and their communities. In order to successfully deliver these programs and meet the needs of Nunavummiut, the department has developed partnerships within Nunavut and throughout Canada. These partnerships involve Elders, schools, communities, Nunavut Arctic College, District Education Authorities (DEAs), the *Commission Scolaire Francophone du Nunavut* (CSFN), other Government of Nunavut departments, the federal government, businesses and Inuit organizations, and public and non-profit boards and agencies.

Life-long learning is also supported and encouraged through curriculum and resource development, post secondary education, training and skills development, early childhood programming, and by incorporating *Inuit Qaujimagatunqangit*, language and culture into all programs and services.

### Our Mission

*The Department of Education works collaboratively to build a seamless learning environment that is 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:

*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 Qaujimagatunqangit* foundation including 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 from where they come.

- 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**

- Public communication is in all of Nunavut's official languages.
- Public documents are translated into all of Nunavut's official languages.
- Requests for proposals and advertising are translated into all of Nunavut's official languages.
- Departmental forms are available in all of Nunavut's official languages.
- Interior and exterior departmental signs are posted in all of Nunavut's 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 all of Nunavut's official languages.
- The department supports and promotes minority language rights.
- The department is working to support the implementation of new legislation such as the proposed new *Education Act*, *Inuit Language Protection Act* and *Official Languages Act*.

## STRATEGIC COMMITMENT 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 lead priorities. The seven priorities are:

**Trade School** – The department continues to work with Nunavut Arctic College in the development and implementation of the trade school, and in general through components of the Nunavut Adult Learning Strategy. Construction is scheduled to begin in the summer of 2008. The Supervisor of Apprenticeship will be working closely with the Director of Trades for the college in ensuring that programs and facilities meet standards for trades training before the school is opened in 2009.

**Education Act** – The Act was introduced in the autumn of 2007. The Bill will be considered in early fiscal 2008-09, and the preparation of regulations to accompany the Bill will continue under K-12 and Administrative Support Services lines of business.

**Language of Instruction Strategy** – Information sessions with each DEA, community consultations, and information sessions for school staff on language of instruction models were completed in 2007-08. Communities established Language Committees to assist with the selection of models and development of long-term staffing plans for their schools. Next steps involve developing long term staffing plans and providing in service for teachers on language instruction.

**Curriculum** – Modules on the Nunavut Land Claim were piloted in Nunavut high schools and revised, and work has begun on the history of colonization modules for high school Social Studies. Modules for senior high in the areas of Nuna, Sila, and Tariuq are completed for implementation in schools. Work continues on Nunavusiutit modules for senior high school and Science modules for junior high school.

**Inuktitut in Schools** – The final grade 12 Inuktitut Language Arts modules are now in schools and several new grade 7-9 modules are being piloted. The K-3 math curriculum in Inuktitut is finalized. Work on the new Inuit language competencies for K-3 has begun, along with a handbook for teachers on teaching language arts. Classroom assessment strategies for Inuit languages have been identified to prepare an assessment handbook.

**Nunavut's Promise to Children and Youth** – A six year action plan called *Working Together for Our Children* has been developed. Implementation is on-going.

**Viability of major professional, vocational and trades training programs** – This is a priority associated with the Nunavut Adult Learning Strategy and other adult program and post secondary program initiatives. The strategy outlines several initiatives for improving access and coordination of major professional, vocational and trades programs. Work is underway to reorganize the department to implement the Nunavut Community Skills Inventory System, and to re-tool student financial assistance and the career planning process. Within the high school system the Pre-trades and Engineering program expanded beyond the pilot project in Kugluktuk. In partnership with the Rankin Inlet DEA and the Kivalliq Chamber of Commerce the Entrepreneurship Multiple Option was introduced into the high school.

## **Inuit Qaujimagatuqangit**

The Department of Education has established *Inuit Qaujimagatuqangit* as the foundation for its programs and services. Inuit traditions and values are being integrated into service delivery, day-to-day operations, capital planning, and the development of all early childhood, K-12, adult learning, and income support programs. Developing appropriate and culturally-relevant curriculum and working with the Department of Culture, Language, Elders and Youth in the development and implementation of the Nunavut Cultural School are examples of progress in this area, along with the proposed *Education Act*, Bilingual Education Strategy, Adult Learning Strategy, Multiple Options program, and the Language of Instruction models.

## **Healthy Communities**

The Department of Education supports health communities through initiatives such as the Nunavut Adult Learning Strategy and the Nunavut Community Skills Inventory System. These initiatives focus on training opportunities and policies that support capacity building at the community level. Training opportunities are also provided for individuals on employment insurance through Labour Market Development Assistance programs and for individuals on income support through the *Sivunuksaliruniq* program. In addition, the department is supporting healthy communities through the Suicide Prevention Strategy, the Positive School Environment initiative and 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. Curriculum taught in high schools under the *Aulajaaqtut* strand contributes to healthy students and development of their role in creating healthy communities.

## **Simplicity and Unity**

The Department of Education works to ensure that programs, services, policies and procedures are fair, understandable and easy to access, and that all policies and procedures are in compliance with the Nunavut Land Claims Agreement. The new simplified seniors' fuel subsidy application process, Qalattuq Teacher Education Strategy, and increasing community involvement through Bilingual Education Strategy Language Committees are just a few examples of the department's efforts to achieve simplicity and unity.

## **Self-Reliance**

The Department of Education is supporting self reliance through the following initiatives: implementing the recommendations in the Nunavut Adult Learning Strategy, developing and implementing the Nunavut Community Skills Inventory System, working with the Department of Culture, Language, Elders and Youth to develop the Nunavut Cultural School, working on a new Labour Market Agreement with the federal government, implementing the Qalattuq Teacher Training Strategy, partnering with Nunavut Arctic College in the development and implementation of the Nunavut Trade School, as well as leading initiatives in trades training. Work is also progressing on initiatives designed to enhance and improve the Income Support System in order to encourage economic self-reliance and reduce welfare dependency. Other departmental initiatives that support self-reliance are Financial Assistance for Nunavut Students (FANS) and day care user subsidies.



## **Continuing Learning**

The Department of Education will be developing regulations to support the made-in-Nunavut *Education Act* introduced in autumn 2007. Work is also progressing on the development and implementation of the Nunavut Trade School and support is being provided to the Department of Culture, Language, Elders and Youth for the Nunavut Cultural School. In addition, the department is beginning to implement the recommendations in the Adult Learning Strategy, as well as implementing the Bilingual Education Strategy and Multiple Options program in the K-12 school system. Work is also proceeding with Nunavut Arctic College 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 that is specific to the needs of Nunavummiut.

## INUIT EMPLOYMENT PLAN

### Departmental Inuit Employment Goal

The Department of Education produces an annual Inuit Employment Plan (IEP) in accordance with Article 23 of the Nunavut Land Claim Agreement. The plan commits the department to achieving the Government of Nunavut Inuit employment goal of 56% across all occupational categories by 2009. As of March 31, 2007, 53% of the department's current employees are beneficiaries.

### Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>1,172</b>		<b>1,172</b>	
Total Filled Positions	1,066	91	1,076	92
Total Vacancies	106	9	96	8
Total Beneficiaries	564	53	585	50
<b>Total Executive Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Executive Positions	3	100	3	100
Total Vacant Executive Positions	-	-	-	-
Total Beneficiaries in Executive Positions	2	67	3	100
<b>Total Senior Management Positions</b>	<b>19</b>		<b>19</b>	
Total Filled Senior Management Positions	16	84	19	100
Total Vacant Senior Management Positions	3	16	-	-
Total Beneficiaries in Senior Management Positions	4	25	6	32
<b>Total Middle Management Positions</b>	<b>117</b>		<b>117</b>	
Total Filled Middle Management Positions	106	90	112	96
Total Vacant Middle Management Positions	11	10	5	-
Total Beneficiaries in Middle Management Positions	33	31	40	34
<b>Total Professional Positions</b>	<b>526</b>		<b>526</b>	
Total Filled Professional Positions	509	97	510	97
Total Vacant Professional Positions	17	3	16	3
Total Beneficiaries in Professional Positions	129	25	140	27
<b>Total Paraprofessional Positions</b>	<b>349</b>		<b>349</b>	
Total Filled Paraprofessional Positions	300	86	300	86
Total Vacant Paraprofessional Positions	49	14	49	14
Total Beneficiaries in Paraprofessional Positions	268	89	268	89
<b>Total Administrative Support Positions</b>	<b>10</b>		<b>10</b>	
Total Filled Administrative Support Positions	132	84	132	84

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
Total Vacant Administrative Support Positions	26	16	26	16
Total Beneficiaries in Administrative Support Positions	128	97	128	97

## Departmental 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. Overall Inuit employment targets have steadily progressed from 49-53% since 2001, with the number of beneficiaries employed at the higher range (53%) remaining steady the past two years.

However, before the department can increase its overall level of Inuit employment, significant progress will have to be made towards increasing the number of Inuit teachers and middle managers. With this in mind, the department has developed the Qalattuq 10 year Teacher Education Strategy, in conjunction with Nunavut Arctic College, Nunavut Tunngavik Inc. and the Nunavut Teachers' Association. The strategy is designed to help address the current shortfall in the number of teachers who can teach in Inuit languages, as well as identifying new approaches to recruit, educate and retain more Inuit teachers. With many Inuit teachers expected to retire during the next few years, increasing the number of Inuit teachers is expected to be a significant challenge. The strategy also provides training and certification opportunities for roles such as School Community Counsellors and Student Support Assistants. In order to meet the requirements of the proposed *Education Act* and ensure the success of the Bilingual Education Strategy, many more Inuit teachers will need to graduate from the Teacher Education program in the near future.

The department is also leading government-wide IEP education initiatives in both the K-12 and adult post secondary systems. On the adult side, the Nunavut Adult Learning Strategy, Nunavut Community Skills Inventory System and the 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 government-wide IEP, the Nunavut Adult Learning Strategy, management internship and other professional development programs in order to avoid duplication and maximize return on investment. Within the K-12 system new initiatives such as the Multiple Options program are providing young adults with more career opportunities. Other initiatives include the Educational Leadership program for teachers in Nunavut. This program is mandatory for Nunavut principals and is open to teachers who are interested in the possibility of taking on a variety of leadership roles. This includes many Inuit educators. The Masters in Education program, in partnership with the University of Prince Edward Island, St. Francis Xavier University and Nunavut Arctic College is in the second year of a three year program. There are 25 Inuit participants in the program. The program focuses on developing educational leadership.

Other initiatives underway in the department include: hiring interns from the Siviluqtiqsat 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, geography, and cultural and linguistic factors that require the department to develop educational programming and curriculum development to the needs of Nunavummiut. Past and current data, trends, and new and foreseeable factors for the future help the department to 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 31,113, while the total population of Canada was estimated to be 32,976,026 (July 2007)<sup>1</sup>. 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.

From July 1st 2006 to July 1<sup>st</sup> 2007, only Alberta's population increased at a faster rate than Nunavut's in Canada.<sup>2</sup> These recent increases reflect population growth trends in Canada during the past several years. Nunavut's great geographical size and small but rapidly growing population continue to be very important factors in program planning.

Population growth is a fundamental driving force for change. It automatically increases the demand for resources and services. While 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, the overall growth in Nunavut's population will have a long-term impact on the programs and services offered by the Department of Education.

### 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. In 2001, 88% of Inuktitut speakers in Nunavut could speak it fluently. This number has been declining slightly, as reported in the 2001 Household Survey by the Government of Nunavut's Bureau of Statistics. While the use of Inuktitut as a first language has been declining, today approximately 75% of Inuit still speak various Inuit languages as their first language.

Statistics available from the 2001 Household Survey provide the following demographic linguistic data for Nunavut:

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<sup>1</sup> Statistics Canada. (2007, September 27). Canada's Population Estimates. <http://www.statcan.ca/Daily/English/070927/d070927a.htm>

<sup>2</sup> Ibid.

**First Language Learned at Home by all Adult  
Inuit and non-Inuit Nunavummiut, 2001**

Language	Population (%)
Inuktitut	69.1
English	21.0
Inuinnaqtun	2.8
French	2.6

(Source: 2001 Census of Canada)

In some regions of Nunavut the use of Inuit language is strong and represents the first language of the majority of residents. In other areas, however, English is rapidly supplanting Inuit languages as the first language. Language loss is most dramatic for Inuinnaqtun speaking communities. For example 37% of adult Inuit in Inuinnaqtun speaking communities indicate they can only speak a few words of their language or none at all. Across the territory, many Inuit elders have a poor understanding of English, with only 21% of Inuit aged 55-64 indicating they speak English very well or relatively well. For elders over 65, only 9% indicate they speak English very well or relatively well (data from the 2001 Household Survey). The challenge of meeting Nunavut's needs through both dedicated language programs and as part of all programs will remain an important factor for the Department of Education.

With regard to culture, the Government of Nunavut is committed to incorporating *Inuit Qaujimagatuqangit* into the daily operation of the government, including all boards and agencies.

During the coming years, the Department of Education will continue to incorporate *Inuit Qaujimagatuqangit*, language and culture into all of its programs and services. The following initiatives will be critical to success in this area: continued implementation of the Bilingual Education Strategy; development of more Inuktitut learning resource materials; implementing the recommendations in the Nunavut Adult Learning Strategy 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 grade 12 graduates continues to increase (Department of Education data). 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. Across Canada the high school drop-out-rate declined from almost 17% in 1990, to 9.8% in 2005<sup>3</sup>. While progress is being made to reduce the drop-out rate in Nunavut, overall 38% of adults have not graduated from high school.

The continuing 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 high school diploma. From 2000 to 2005, the most recent national data, Nunavut's graduation rate has increased by 29.1 per cent which was one of the greatest increases in all of Canada. This coincides with an improvement in the student-educator ratio over the last seven years. The ratio

<sup>3</sup> Bowlby, Geoff. (2005, December 16). Provincial Drop-out Rates – Trends and Consequences. *Statistics Canada*. <http://www.statcan.ca/english/freepub/81-004-XIE/2005004/drop.htm>

has gone from 19.2 in the 1999/2000 school year to 16.2 in 2004/2005. This decrease is driven by one of the biggest percentage jumps in the number of educators nationally since 1998/1999.<sup>4</sup>

A high school diploma is very important. Not only can it provide entry to post secondary education (college or university), it means a lot to employers. Unemployment rates can be much lower for those with at least a high school diploma.

Despite 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, comply with new legislation such as the proposed *Education Act*, *Inuit Language Protection Act* and *Official Languages Act*, work with Nunavut Arctic College to increase the number of Inuit teachers, continue to implement the Nunavut School Improvement Planning Process and the Multiple Options program, support the *CSFN*, and develop new curriculum, teaching and learning materials.

Suicide prevention is an important issue for Nunavut's schools and communities. The Department of Education's suicide prevention protocol is planned to be implemented in 2008 along with the Government's overall suicide prevention protocol. Schools are also addressing the issues associated with suicide in *Aulajaaqtut* curriculum, which covers identity, self-esteem, Inuit values and personal responsibility. It has been introduced in grades 10, 11 and 12, and is currently mandatory in grade 11, with grade 10 scheduled to become mandatory starting in 2008.

## Early Childhood Education

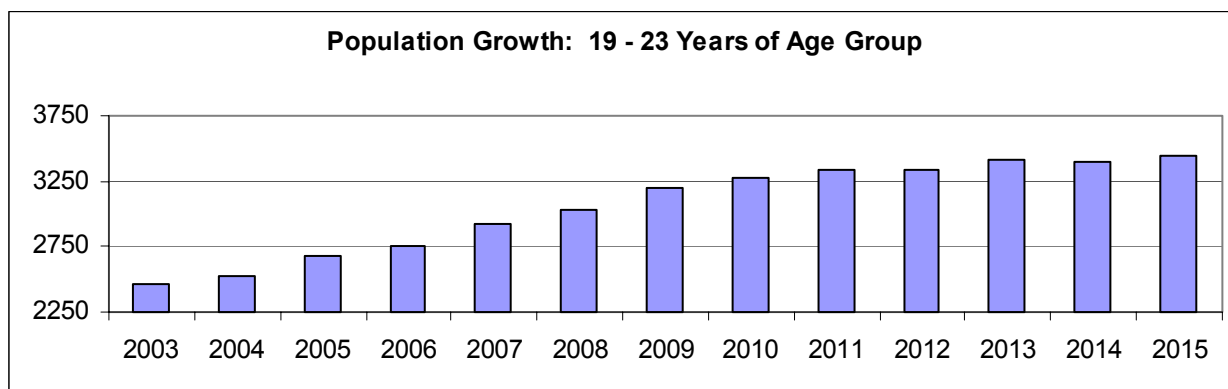
Licensed childcare facilities and early childhood programs are operated by non-governmental societies or groups. The Department of Education supports these organizations through funding and support to help them to provide these services. Due to the rising cost of services, licenced early childhood facilities have had to increase parental fees. This makes it difficult for some families to afford to have their children participate in licenced early childhood development programs, and for parents to participate in training or the work force. Besides licensed childcare, some communities offer parent and tot groups, play groups, and parenting courses at little or no cost to the parents. The availability of appropriate spaces for these early childhood services is limited in many communities, and there is a need to ensure the staff working in these facilities are properly trained.

## Adult Programs and Services

Post secondary education has a direct impact on people's ability to compete in the labour market, on the types of jobs they obtain, and the remuneration they receive. As the chart below indicates, the prime post secondary population (19 to 23 year olds) in Nunavut is expected to continue to dramatically increase for the next several years. These increased numbers will have a significant impact on the demand for adult programs and services. Employment trends in Canada indicate that the majority of new and replacement job openings will require some post secondary education and training, with job openings expected to increasingly require a university degree.

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<sup>4</sup> Blouin, Patric, and Courchesne, Marie-Josée. (2007). *Summary Public School Indicators for the Provinces and Territories, 1998/1999 to 2004/2005* (81-595-MIE). Ottawa: Statistics Canada.



Source: Department of Education

The need for additional resources to address the needs of this group will also grow during the coming years, and 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.

While work on the Nunavut Adult Learning Strategy and Nunavut Trade School has served to increase the level of cooperation and collaboration between agencies involved in adult education and training in Nunavut, a lot still needs to be done. There is a need to identify priorities, plan development, and monitor and evaluate adult training and education initiatives. A priority effort is also needed to strategically focus on raising literacy skills (English and Inuit language) and basic education levels. Without this effort there will be very few candidates with the basic skills needed to participate in Nunavut's future economic opportunities.

## 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 3,223 and 3,846 (Department of Education data).

Approximately 5,992 different heads of household continue to seek income support during the year. Applying the average income support caseload to the total number of households in Nunavut indicates that 44% of family units are reliant on income support full-time (Department of Education data).

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.

The demographics of income support continue to show a significant trend towards more single person households relying on assistance. Analysis of the Canada Child Tax Benefit (CCTB) and National Child Benefit Supplement (NCBS) 2006-07 fiscal year data on households in Nunavut containing children age 18 or under yields the following results<sup>5</sup>:

<sup>5</sup> Department of Education statistics based on internal analysis of data provided by Statistics Canada and the Canada Revenue Agency.

- 37% of families in the territories are single parent families;
- Approximately 80% of single parent families as opposed to 49% of dual parent families qualify for NCBS;
- The average income is \$25,667 for single parent families and \$51,797 for dual parent families; and
- Among low income families the income averages are \$13,098 for single parent families and \$21,773 for dual parent families.

It must be understood that self-reliance is a shared responsibility between the individual, the community and the government. As Nunavut's large cohort of young people move to adulthood work must 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.

In September 2006 work began on an automated Income Support Case Management System. The system will produce much needed statistics, track program overpayments, produce cheques, track earned income, 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. A limited rollout on the automated system commenced in late 2007.

## **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:

- There is a need to address the impact on the departments programs and services that result from Nunavut's young and rapidly growing population.
- There is a need to improve the education, literacy and skill levels of the population in order to meet the employment needs of Nunavummiut.
- There is a need to reform the educational system to reflect students, parents and communities.
- There is a need to develop curriculum, support services and learning resources that meet the linguistic and cultural needs of Nunavummiut.
- There is a need to address impediments that affect the hiring of teachers, such as the availability and affordability of housing.
- There is a need to have a fair, effective and efficient student financial assistance program.
- There is a need to reduce the school drop-out-rate and improve attendance levels.
- There is a need to offer bilingual education throughout the K-12 education system, which requires an increased number of Inuit-language speaking teachers.
- There is a need to protect and revitalize Inuinnaqtun, which is at significant risk in the Kitikmeot region, and to protect French as a minority language.
- There is a need to provide training and education opportunities for unilingual Inuit adults over the age of 55.



- There is a need to improve self reliance and reduce the number of people on income support.
- There is a need to increase opportunities for trades training and apprenticeships across the territory.
- There is a need to reduce the high rate of suicide, which particularly affects our youth.
- There is a need for the Government of Nunavut to have a representative workforce that reflects the population of the territory.
- There is need to address the growing problem of homelessness.
- There is a need for increased support for licensed childcare facilities and programs and early childhood education language programs.
- There is a need to address the impact of the realignment of federal funding programs and cuts to services currently offered.
- There is a need to improve the information technology infrastructure in order to support distance education initiatives.

## 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 2008-09 Main Estimates that present the actual appropriation by branch.

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

	<b>Budget (\$000)</b>			
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
Early Childhood Education	2,700	<b>2,590</b>	2,590	2,590
K-12 Schools	120,040	<b>123,577</b>	123,577	123,577
Post Secondary Education	22,836	<b>23,862</b>	24,636	25,411
Adult Programs	5,410	<b>5,389</b>	5,389	5,389
Income Support	33,610	<b>37,103</b>	37,103	37,103
Administrative Support Services	4,158	<b>4,551</b>	4,551	4,551
<b>TOTAL</b>	<b>188,754</b>	<b>197,072</b>	<b>197,846</b>	<b>198,621</b>

### Early Childhood Education

The Early Childhood Education program offers support for early childhood programs and services for children from birth to age six and for licensed out-of-school programs for children up to age 12. The Department of Education promotes quality care for children by licensing, inspecting, providing support and guidance to all early childhood programs; by providing workshops and training opportunities for parents and early childhood educators; and by 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 support quality early childhood education and care programs

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Healthy Children Initiative</b>		885	<b>885</b>	885	885
The Healthy Children Initiative (HCI) provides funding for communities to develop or enhance programs and services for prenatal children to age 6 and their families. 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. The second program is Supportive Services, which provides funding on an individual basis for children requiring intensive support or specific assistance. An annual Nunavut-wide proposal call allows interested community groups and organizations to submit proposals to their regional HCI committee. The regional Early Childhood Officers are responsible for administering this program with help from the regional HCI committees.					
<b>Day Care Grants and Contributions</b>		1,595	<b>1,595</b>	1,595	1,595
Community early childhood facilities are licensed by the Department of Education under the <i>Child Day Care Act</i> . Regional offices are responsible for issuing start-up grants, providing ongoing program contributions, inspecting facilities annually, as well as providing licensing and operating support.					
<b>Young Parents Stay Learning</b>		220	<b>110</b>	110	110
As a stay-in-school initiative, the Young Parents Stay Learning program, through the Department of Education's regional offices, provides funding to cover the parental costs of licensed child care in order to encourage young parents under the age of 18 to complete their studies.					
<b>Total, Early Childhood Education</b>		<b>2,700</b>	<b>2,590</b>	<b>2,590</b>	<b>2,590</b>

#### Priorities (2007-08)

- Increase awareness in communities of early childhood programs to ensure children are ready for school.  
**Status:** *Early Childhood Officers have been providing, and will continue to provide, licensed facilities with various workshops (for staff, boards and parents) during their community visits. They occasionally participate in community meetings to discuss the role and importance of early childhood education.*
- Develop a stronger link between early childhood programs and schools to help ensure a smooth transition between the two, especially for children with special needs.  
**Status:** *The Early Childhood staff and the three Regional School Offices met to discuss stronger linkages between schools and early childhood programs. Schools and early childhood facilities have been encouraged to work together to ensure easier transitions for children into kindergarten.*
- Support the development of additional licensed child care facilities in larger communities.  
**Status:** *One new daycare facility opened in Iqaluit and a family day home is also scheduled to open shortly. Work is also continuing with a group in Rankin Inlet and another group in Iqaluit that may lead to additional daycare facilities being opened.*
- Encourage and support the use of culturally appropriate materials and resources in child care centres.

**Status:** *The Wildlife in Nunavut theme box was distributed to all licensed early childhood facilities. An activity guide for the theme box will be completed, translated and forwarded to all facilities in the fall of 2007.*

**Priorities (2008-09)**

- Research and identify options for stronger linkages between K-12 and Early Childhood; and
- Review alternative funding arrangements for licensed child care facilities.

**K-12 Schools**

K-12 Schools consists of programs and services for schools across Nunavut. The program includes the delivery of K-12 instruction, assessment and evaluation. It also provides support to DEAs and the CSFN for students and staff through curriculum and resource material development, educational and leadership programs, staff and program evaluation, student records and teacher certification.

Reporting to an Assistant Deputy Minister, the Executive Directors of School Operations and the Director-General of the CSFN 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.

**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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Kindergarten – Grade 12 Instruction</b>		87,635	<b>88,740</b>	88,740	88,740
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 Operations and Maintenance costs related to the delivery of the K-12 program.					
<b>Support to District Education Authorities</b>		10,323	<b>9,879</b>	9,879	9,879
Provides contribution funding to DEAs for the administration, resources and delivery of community-based educational programming in schools.					

<b>Inuit Educational Leadership</b>	396	<b>595</b>	595	595
Provides support for on-going training and development of Inuit educators to take on educational leadership positions within the school system. These costs assist teachers who attend the Educational Leadership program and the Masters program.				
<b>Teacher Education Strategy</b>	1,879	<b>4,009</b>	4,009	4,009
Provides contribution funding to Nunavut Arctic College to support the delivery of teacher education programs that are linked with the Inuit Employment Plan, Article 23 of the Nunavut Land Claims Agreement and the Bilingual Education Strategy.				
<b>Teacher Professional Development</b>	2,161	<b>2,161</b>	2,161	2,161
Provides contribution funding through a contractual agreement with the Nunavut Teachers' Association Joint Committee, which is comprised of the Nunavut Teachers' Association and Department of Education management staff. Teachers are able to access professional development opportunities.				
<b>Curriculum and School Services</b>	6,639	<b>6,567</b>	6,567	6,567
Provides overall direction, coordination and administration for K-12 curriculum and program development, production and implementation, and teaching and learning material development. The program is also responsible for school services, which includes teacher certification, school improvement, DEA support, and coordination of educational leadership programs. This includes meeting the needs of a diverse student population and providing classroom and Nunavut-wide student assessment.				
<b>Director's Office – Curriculum and School Services</b>	195	<b>197</b>	197	197
Provides overall direction and administration coordination for Curriculum and School Services offices across Nunavut.				
<b>School Operations – Regional</b>	10,570	<b>11,012</b>	11,012	11,012
Three Regional School Operations offices provide services and support to DEAs, administrative program pedagogic support and supervision to 42 schools (K-12) across Nunavut.				
<b>Commission Scolaire Francophone du Nunavut</b>	121	<b>121</b>	121	121
Provides funding for the delivery of educational programs in French to <i>École des Trois-Soleils</i> and the administration of minority language rights.				
<b>French Division</b>	121	<b>296</b>	296	296
Provides funding for French language services for the Department of Education, including: promoting the use of French language, support for French language curriculum and support for minority language rights under the Charter of Rights and Freedoms.				
<b>Total, K-12 Schools</b>	<b>120,040</b>	<b>123,577</b>	<b>123,577</b>	<b>123,577</b>

#### Priorities (2007-08)

- Collaborate with Nunavut Teachers' Association and Nunavut Arctic College to implement the 10 year strategy for educator training that allows better access to teacher and other educator training across Nunavut.

**Status:** A new educator university partnership was established with the University of Regina. Piloted language revitalization training for language and cultural instructors was offered in Kugluktuk and the department, Nunavut Teachers' Association and Nunavut Arctic

*College reviewed models of delivery for community-based teacher education programs across Nunavut. The addition of a second Nunavut Professional Improvement Coordinator, in partnership with the Nunavut Teachers' Association, worked with educators that were trying to complete their Bachelors of Education.*

- 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).

**Status:** *Consultation on the selection of model(s) of delivery for bilingual education continues with communities across Nunavut.*

- 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.

**Status:** *The department worked with Nunavut communities on their school improvement planning process. In addition, a process of program monitoring was developed and in-service was provided for all principals on the school improvement process.*

- Hold in-service professional development training for teachers on foundational curriculum documents including the *Inuit Qaujimagatuqangit* Educational Framework, bilingual education, the inclusion directive and the assessment directive.

**Status:** *In-service was provided to all principals on the foundation documents.*

- 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.

**Status:** *K-7 math in-service was given to most schools in Nunavut, with the remaining schools to be completed in the fall of 2008.*

- Continue existing pilot projects and implement new pilot projects for the Multiple Options Program Strategy.

**Status:** *The department initiated the Entrepreneurship Multiple Options program. In addition, a review of the Multiple Option programs was completed and the initial pilot project for pre-trades and engineering is in its final year.*

- 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.

**Status:** *A five year plan for Distance Education is in the final stages of completion and a Masters in Leadership and Learning is now offered in part through Distance Education.*

- 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.

**Status:** *The department completed the development of the grade 7 writing assessment, and researched the classroom assessment kit for K-6 that will help assess oral and written language competencies.*

### **Priorities (2008-09)**

- Implement a second community based teacher education program in the Kitikmeot Region, prioritizing Inuinnaqtun.

- Implement alternative models of delivery, as defined in the ten year strategy for educator training across Nunavut; the first being the revitalization and implementation of the one year Inuit Language and Culture Certificate.
- Implement the Master Apprentice language revitalization model in the Kitikmeot Region, at the grade nine levels.
- Implement changes to graduation requirements for Nunavut high schools; including the addition of *Aulajaaqtut* 10 as a compulsory graduation requirement. *Aulajaaqtut* 10 focuses on values and valuing, communicating and helping, making choices, exploring opportunities, and community values and strengths.
- Defining of orientation and mentoring programs for school staff will be completed.
- Expansion and implementation of Multiple Options programs will continue in schools across Nunavut.
- Implementation of career and program planning in grades 9 to 12 will be monitored and assessed. The career and program plan will be used as an indicator for future distance education requirements and Multiple Options programs.
- Implement the grade seven language assessment tool.
- Review the Curriculum and School Services division to consolidate development and publication functions for curriculum and resource materials.
- Development will continue on the made in Nunavut curriculum and resources material that is needed for our schools, the Bilingual Education Strategy and the proposed *Inuit Language Protection Act*.
- Provide in-service opportunities on the proposed *Education Act* for school staff, DEAs and the CSFN.
- Provide assistance to the CSFN on language instruction and the implementation of senior high programs at *Ecole des Trois Soleils*.
- Develop a new protocol with Heritage Canada, through a consultative process involving our partners in the communities.

## Post Secondary Education

Nunavut currently has one public college, Nunavut Arctic College, which offers certificate and diploma programs, as well as articulation, transfer and accreditation agreements with southern universities and colleges for degree programs. Post secondary education programs also include support for adult literacy, apprenticeship and career planning.

The Department of Education supports students studying at the post secondary level through a combination of grants, loans, bursaries and scholarships. Financial support to students studying at the post secondary level is a vital component of student 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)	2007-08	2008-09	2009-10	2010-11
<b>Nunavut Arctic College</b>		16,099	<b>17,129</b>	17,903	18,678
<p>The department provides base funding to Nunavut Arctic College through a contribution agreement that represents a significant component of the College's overall revenue. 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 Nunavut's communities. The primary delivery focus is on 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	<b>6,375</b>	6,375	6,375
<p>The program provides grants, loans, bursaries and scholarships to eligible individuals attending post secondary educational institutions. Various levels of assistance may be provided, including: tuition, books, 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>Special Professions Program Fund</b>		-	<b>100</b>	100	100
<p>The objectives of the Special Professions Program Fund are to provide financial resources for the purposes of entering into agreements with southern Canadian post secondary institutions for specialized professional programs for which there are limited seats.</p>					
<b>Adult Learning</b>		260	<b>258</b>	258	258
<p>The Director's Office administers the contribution to Nunavut Arctic College and oversees the delivery of programs in adult literacy, apprenticeship, career planning and student financial assistance.</p>					
<b>Total, Post Secondary Education</b>		<b>22,836</b>	<b>23,862</b>	<b>24,636</b>	<b>25,411</b>

**Priorities (2007-08)**

- Continue extensive review of the *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.

**Status:** *Work began last fiscal year; however this has been identified as a multi-year review. An extensive work plan has been developed which identifies many actions in response to the Auditor General's report on Student Financial Assistance. These actions include administrative changes, enhanced accountability mechanisms, reviews of student loan and grant files, improved communication with students, enhancements to the student loan repayment system, as well as establishing clearer program goals, objectives and definitions. In addition, a review of statutes, program guides and handbooks is being undertaken to ensure consistency and appropriateness to Nunavut.*
- Implement aspects of the Nunavut Adult Learning Strategy.

**Status:** *Work will continue with Nunavut Arctic College and other post secondary educational institutions and delivery agencies about program and course offerings available at the post secondary level in Nunavut.*



## Priorities (2008-09)

- Provide curriculum and program development assistance to Nunavut Arctic College during the development and implementation of the Nunavut Trade School.
- Continue to implement the response to the Office of the Auditor General's report on the Student Financial Assistance program.
- Negotiate a Memorandum of Understanding with Kakivak Association regarding student financial assistance.
- Study the feasibility of a pan-territorial university in partnership with Yukon and Northwest Territories.

## Adult Programs

Adult Programs within the Department of Education focus on literacy, career development, apprenticeship training, training on the job, trades education programs, and the administration of the income support day care subsidy and the senior fuel subsidy. As the economic potential of Nunavut is closely linked to the successful delivery of these various adult programs the department will be relying on the successful implementation of the Nunavut Adult Learning Strategy, which provides the guiding framework for the future delivery of adult education and training in Nunavut.

## 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)	2007-08	2008-09	2009-10	2010-11
<b>Career Development</b>		93	<b>93</b>	93	93
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	<b>1,063</b>	1,063	1,063
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	<b>317</b>	317	317
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	<b>450</b>	450	450
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Literacy funding supports literacy in partnership with other agencies, with a focus on improving adult literacy across Nunavut.

<b>Training on the Job</b>	714	<b>714</b>	714	714
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This program provides subsidies to employees to assist Nunavut residents in developing the skills needed to obtain ongoing employment. The primary focus is working with Nunavut employers to secure short-term employment and training opportunities for those needing additional skills and work experience.

<b>Career and Early Childhood Services–Regional</b>	2,640	<b>2,625</b>	2,625	2,625
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The regional offices deliver the income support program, day care subsidy, senior fuel subsidy, career development, training on the job and apprenticeship programs in the regions, as well as maintaining financial information at the regional level.

<b>Skills Canada Nunavut</b>	127	<b>127</b>	127	127
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Skills Canada Nunavut is a non-profit organization working to reposition skilled trades and technologies as first choice options for northern youth. The organization is supported by the federal and territorial governments as well as industry through program and event sponsorship. Skills Canada Nunavut is one of three territorial and ten provincial Skills Canada organizations. The Department of Education provides funding to staff the Executive Director position to carry out the Skills mandate in Nunavut.

<b>Total, Adult Programs</b>	<b>5,410</b>	<b>5,389</b>	<b>5,389</b>	<b>5,389</b>
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**Priorities (2007-08)**

Implement the actions identified in the Nunavut Adult Learning Strategy (NALS) by:

- Establishing the Implementation Panel which will report directly to the Legislative Assembly with an annual report card.

**Status:** *Draft Terms of Reference for the Implementation Panel have been completed which identify actions, timeframes, and lead agencies. Once agreement has been reached, letters of appointment and invitations will be drafted.*

- Establish the Management Committee to assist in the research and to support logistical coordination of actions identified in the NALS.

**Status:** *Draft Terms of Reference have been completed for the Management Committee. Once agreement has been reached, letters of appointment and invitations will be drafted.*

- Begin work on the development of Mature High School Graduation Options for Nunavummiut which links separate programs such as General Equivalency Diploma (GED), Literacy, High School and Adult Basic Education and Essential Skills.

**Status:** *Work has begun on the development of the Nunavut Mature High School Graduation program. Discussions have been underway with the provinces of Nova Scotia and Manitoba for use of their programs, which may be used as the basis for a similar program in Nunavut. A workshop is being developed to assist in moving the work forward.*

*In support of the strategy, the Department of Education has developed, along with many partners, the Nunavut Community Skills Inventory System. This community-based skills*

*inventory and database will allow the tracking of skilled individuals and available employment opportunities by community.*

- Reorganize the Department of Education to provide “learner-centered” services, with improved departmental efficiency and effectiveness.

**Status:** *Work is continuing on this priority.*

- 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.

**Status:** *The department is continuing to assess reorganization approaches.*

- 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.

**Status:** *Some changes to the apprenticeship program have been undertaken, including changing the ratio of apprentices to journey persons for four (4) trades from 1:1 to 2:1, as well as the consideration of new occupations. Coordination and cooperation in the trades training area will continue with Nunavut Arctic College on the development of the Nunavut Trade School and in concert with Nunavut Housing Trust, Mine Training and other strategies.*

### **Priorities (2008-09)**

- Continue the work on the development of mature high school diploma.
- Work with Nunavut Housing Trust on region specific implementation strategies. These strategies will include partnering with the regional housing associations, Inuit organizations, various business sectors and local governments.
- Ensure all Community Development Officers are trained on the Nunavut Community Skills Inventory System and that the system is implemented in as many communities as possible.
- Work with Nunavut Arctic College and other training agencies on identifying, developing and implementing employment/career training objectives for each region. Special emphasis will be placed on mining and other developing economic sectors.

### **Income Support**

Income Support includes a variety of benefit programs that provides various levels of financial support to people 18 or over, and their dependents. The objective of these programs is to support independence and encourage self-reliance. Programs under Income Support have eligibility requirements.

#### **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.

Department of Education

- 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)	2007-08	2008-09	2009-10	2010-11
<b>Income Support (Social Assistance)</b>		26,603	<b>30,041</b>	30,041	30,041
Income Support Workers guided by the Social Assistance Act and regulations deliver social assistance in all Nunavut communities. This program is means tested and provides various levels of financial support to people age 18 or over, and their dependents, to meet basic needs for food, shelter, utilities and fuel.					
<b>Day Care Subsidy</b>		655	<b>635</b>	635	635
The program provides a subsidy to assist low-income families to access day care for their children so they can attend school or work outside of the home. The program is means tested and delivered by the three regional offices of Career and Early Childhood.					
<b>Seniors Fuel Subsidy</b>		169	<b>179</b>	179	179
The program provides a subsidy for the high cost of home heating fuel to those aged 60 and over who own their homes. The program is income tested and delivered by the three regional offices of Career and Early Childhood.					
<b>Senior Citizens Supplementary Benefit</b>		1,012	<b>1,012</b>	1,012	1,012
Governed by the Senior Citizens Benefit Act, low-income seniors in Nunavut who qualify for the federal Guaranteed Income Supplement will receive the Nunavut Senior Citizens Supplementary Benefit. This is a co-managed payment with the federal government and is included on the monthly Old Age Pension cheque.					
<b>Building Careers – Training</b>		664	<b>664</b>	664	664
This program provides short-term training or educational opportunities to those on social assistance. After completing these programs many participants are better able to find meaningful employment and move off social assistance. The program is administered by the three regional offices of Career and Early Childhood Services.					
<b>Community Income Support Delivery</b>		882	<b>882</b>	882	882
Contribution funding administered by the three regional offices of Career and Early Childhood may be provided to interested communities to deliver the social assistance program on behalf of the Nunavut Government. Hamlet staff hired to deliver the program must adhere to the <i>Social Assistance Act</i> and Regulations, as well as policies and procedures established by the department.					
<b>Social Assistance Administration – Regional</b>		2,390	<b>2,445</b>	2,445	2,445
Three regional offices of Career and Early Childhood Services are responsible for staff engaged in the administration and delivery of Income Support programs.					
<b>Income Support – Headquarters</b>		1,011	<b>1,021</b>	1,021	1,021
The Income Support headquarters office is tasked with policy and legislative development, identifying program gaps, drafting policy and legislative changes and developing and maintaining computer systems to capture expenditures and trends for all Income Support programs delivered in Nunavut. The office represents Nunavut on a multitude of federal/provincial/territorial working groups to ensure full participation in all programs and services being developed at the national level. The division is also responsible for developing materials to aid in the statutory training of					

Income Support Workers, the Nunavut Appeal Board and Committees, as well as developing and updating publications that explain the various Income Support programs available in Nunavut. Actual program delivery is the responsibility of the three regional offices of Career and Early Childhood.

**Income Support – Program Compliance** 224 224 224 224

This program is responsible for assisting and completing program audits to ensure that the Social Assistance Act, regulations, policies and procedures and other related statutes are adhered to in the delivery of Income Support Programs. Activities include on-site reviews and audits of individual client files and income support offices, as well as the random review of information provided by applicants in support of their request for assistance. Program audits help to facilitate consistency as well as enhance program effectiveness and accountability. The Compliance Officer must work closely with the three regional offices of Career and Early Childhood who maintain responsibility for program delivery.

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**Total, Income Support** 33,610 37,103 37,103 37,103

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**Priorities (2007-08)**

- Rollout of the new Income Support Electronic Delivery System.  
**Status:** *The development and deployment of this case management system has been identified as a multi-year project. A data entry clerk located in the Qikiqtani Regional Career and Early Childhood Office has been entering and updating client data into the systems Personal Data Record Module. This data is specific to the communities of Pangnirtung and Iqaluit where the trial of the system began in November 2007. A communications plan will be developed to keep members of the public updated about the launch of the system and what it will mean for Income Support.*
- Provision of adequate training in the use of the new electronic delivery system for all staff involved in the administration of the programs that fall under the umbrella of income Support.  
**Status:** *A tentative roll-out and training plan for staff using the new system is being developed and will be modified as required over the next several years.*
- Develop options to streamline the administration of the day care user subsidy program.  
**Status:** *An analysis has been completed as to how subsidy programs are administered in other jurisdictions. A cost analysis of the various options will be completed in early 2008.*

**Priorities (2008-09)**

- Continue deployment of the Income Support Case Management System.
- Continue training staff involved in the use of the Income Support Case Management System as it is deployed into various communities.
- Continue negotiations to secure Memorandums of Understanding with various federal government agencies for additional data feeds into the Income Support Case Management System.

## Administrative Support Services

Administrative Support Services includes the Directorate, Policy and Planning and Corporate Services divisions. The Deputy Minister and two 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 Qaujimajatuqangit* Coordinator are all managed by 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 Qaujimajatuqangit* into the operations of the department.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Directorate</b>		1,208	<b>1,326</b>	1,326	1,326
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	<b>940</b>	940	940
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 coordinates departmental communications and responds to access to information and protection of privacy requests.					
<b>Corporate Services</b>		2,109	<b>2,285</b>	2,285	2,285
The Corporate Services division 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.					
<b>Total, Administrative Support Services</b>		<b>4,158</b>	<b>4,551</b>	<b>4,551</b>	<b>4,551</b>

### Priorities (2007-08)

- Continue work on developing associated regulations and policies and procedures for the *Education Act*.  
**Status:** Regulation development underway.
- Research options for Labour Market Case Management Systems.

**Status:** *The company that designed the case management system used for the Labor Market Development Agreement has been contacted regarding possible upgrades and additions to the existing system.*

- 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.

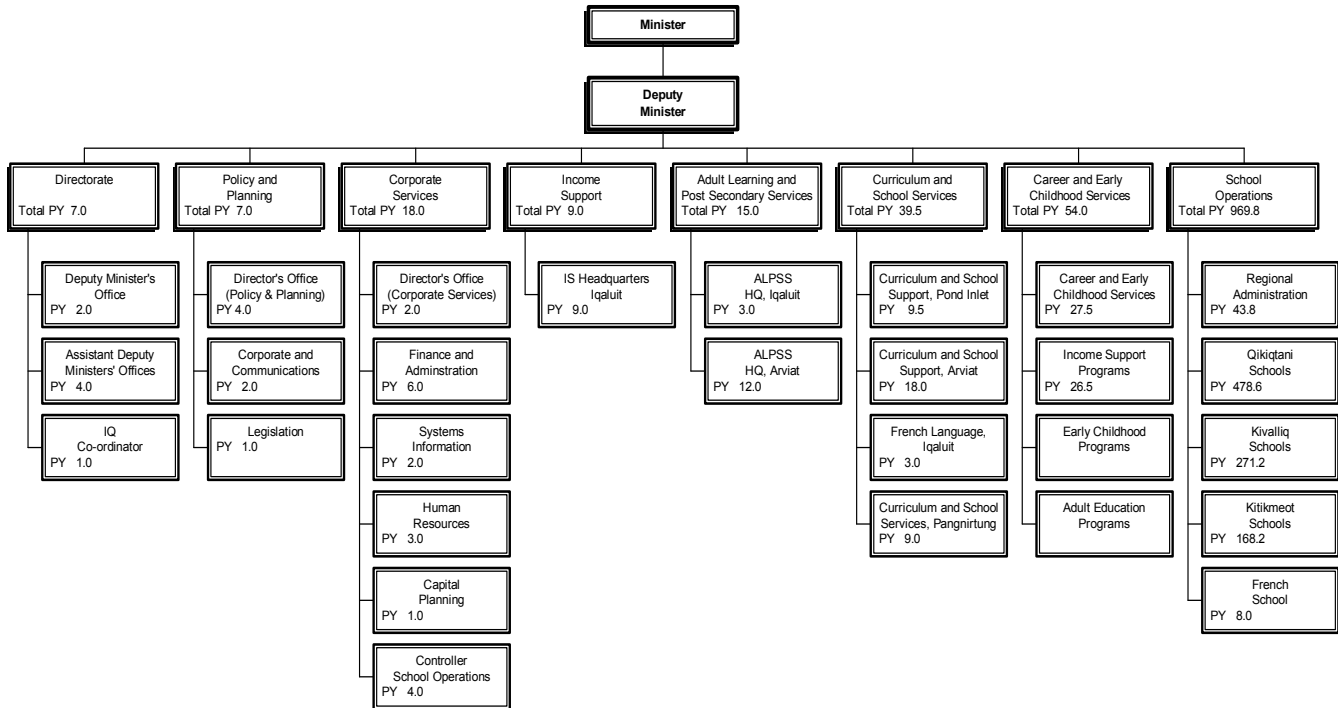
**Status:** *A six year action plan called Working Together for Our Children is complete and implementation is on-going.*

**Priorities (2008-09)**

- Continue to develop Regulations for the proposed *Education Act*.
- Facilitate the development of standardized data collection and organization for departmental program reporting.
- Provide training to ensure the human resource teacher recruitment process is consistently applied across the territory.
- Assess and improve program accountability frameworks.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	1,105.3
Vote 4/5 PYs	14.0
Revolving Fund PYs	-
<b>Total PYs</b>	<b>1,119.3</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**

Policy and Planning has three areas of responsibility: policy, communications and legislation. In general terms, the division exists to provide information development and organization services to the Directorate. These services include research, policy and legislative development, communications, access to information, strategic planning, and the organization of information for the Directorate.

### **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**

Curriculum and School Services provides overall direction, coordination and administration for K-12 curriculum and program development, production and implementation, and teaching and learning material development. The program is also responsible for school services, which includes teacher certification, school improvement, District Education Authority support, and coordination of educational leadership programs. This includes meeting the needs of a diverse student population and providing classroom and Nunavut-wide student assessment. This branch also includes the Services in French division, which provides services in French to the Department of Education and other departments of the government.

### **School Operations**

Reporting to an Assistant Deputy Minister, three Executive Directors of School Operations and the Director-General of the *Commission scolaire francophone du Nunavut* 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.

In addition, a *Directeur-Général* reporting to the president of the *Commission scolaire francophone du Nunavut* services and administers *the École des Trois-Soleils*. The *Directeur-Général* is responsible for the day-to-day operations of the school, supervision of the staff, and the delivery of French educational programs and services for K-12.

## Financial Summary

Branch	2007 - 2008		2008 - 2009		2009 - 2010		2010 - 2011	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PY	\$000	PY	\$000	PY	\$000	PY
<b>DIRECTORATE</b>								
Salary	801	7.0	869	7.0	869	7.0	869	7.0
Grants & Contributions	200		200		200		200	
Other O&M	207		257		257		257	
<b>Subtotal</b>	<b>1,208</b>		<b>1,326</b>		<b>1,326</b>		<b>1,326</b>	
<b>POLICY AND PLANNING</b>								
Salary	617	7.0	686	7.0	686	7.0	686	7.0
Grants & Contributions	-		-		-		-	
Other O&M	224		254		254		254	
<b>Subtotal</b>	<b>841</b>		<b>940</b>		<b>940</b>		<b>940</b>	
<b>CORPORATE SERVICES</b>								
Salary	1,691	17.0	1,772	18.0	1,772	18.0	1,772	18.0
Grants & Contributions	-		-		-		-	
Other O&M	418		513		513		513	
<b>Subtotal</b>	<b>2,109</b>		<b>2,285</b>		<b>2,285</b>		<b>2,285</b>	
<b>INCOME SUPPORT</b>								
Salary	931	9.0	941	9.0	941	9.0	941	9.0
Grants & Contributions	-		-		-		-	
Other O&M	1,316		1,316		1,316		1,316	
<b>Subtotal</b>	<b>2,247</b>		<b>2,257</b>		<b>2,257</b>		<b>2,257</b>	
<b>ADULT LEARNING AND POST SECONDARY SERVICES</b>								
Salary	1,640	16.0	1,620	15.0	1,620	15.0	1,620	15.0
Grants & Contributions	21,806		22,811		23,585		24,360	
Other O&M	766		866		866		866	
<b>Subtotal</b>	<b>24,212</b>		<b>25,297</b>		<b>26,071</b>		<b>26,846</b>	
<b>CAREER AND EARLY CHILDHOOD SERVICES</b>								
Salary	4,400	54.0	4,470	54.0	4,470	54.0	4,470	54.0
Grants & Contributions	3,452		3,377		3,377		3,377	
Other O&M	30,245		33,543		33,543		33,543	
<b>Subtotal</b>	<b>38,097</b>		<b>41,390</b>		<b>41,390</b>		<b>41,390</b>	

Branch	2007 - 2008 Main Estimates		2008 - 2009 Main Estimates		2009 - 2010 Planned		2010 - 2011 Planned	
	\$000	PY	\$000	PY	\$000	PY	\$000	PY
<b>CURRICULUM AND SCHOOL SERVICES</b>								
Salary	4,070	39.5	<b>4,349</b>	<b>39.5</b>	4,349	39.5	4,349	39.5
Grants & Contributions	4,115		<b>6,170</b>		6,170		6,170	
Other O&M	3,206		<b>3,306</b>		3,306		3,306	
<b>Subtotal</b>	<b>11,391</b>		<b>13,825</b>		<b>13,825</b>		<b>13,825</b>	
<b>SCHOOL OPERATIONS</b>								
Salary	92,663	951.2	<b>93,790</b>	<b>969.8</b>	93,790	969.8	93,790	969.8
Grants & Contributions	10,444		<b>10,000</b>		10,000		10,000	
Other O&M	5,542		<b>5,962</b>		5,962		5,962	
<b>Subtotal</b>	<b>108,649</b>		<b>109,752</b>		<b>109,752</b>		<b>109,752</b>	
<b>TOTAL</b>	<b>188,754</b>	<b>1,100.7</b>	<b>197,072</b>	<b>1,119.3</b>	<b>197,846</b>	<b>1,119.3</b>	<b>198,621</b>	<b>1,119.3</b>

**Department of  
Health and Social Services**

**Business  
Plan**

***2008-2009***

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## INTRODUCTION

The Department of Health and Social Services is committed to supporting and sustaining an effective and efficient publicly-funded health care and social services system that provides equitable access to appropriate services for all Nunavummiut. In support of that goal, the department is increasing its emphasis on initiatives that support the recruitment and retention of health and social services professionals and on the implementation of a new Public Health Strategy that is designed to help promote and protect health and prevent disease and injury. The department is also continuing to improve infrastructure and health information systems in order to provide better and more efficient service delivery across the territory.

The roles of the department are defined by the powers and responsibilities that are conferred upon the Minister of Health and Social Services by the *Aboriginal Custom Adoption Recognition Act, Adoption Act, Child and Family Services Act, Dental Profession Act, Disease Registries Act, Guardianship and Trustee Act, Hospital Insurance and Health and Social Services Administration Act, Medical Care Act, Medical Profession Act, Mental Health Act, Vital Statistics Act* and other relevant policy and program requirements established by the Government of Nunavut. The *Midwifery Profession Act* received 1st and 2nd reading during the November 2007 session of the Legislative Assembly.

In order to meet its legal obligations, while at the same time working to improve the delivery of social, primary and preventative health care services, the department is taking proactive steps to increase the number of Inuktitut speaking staff, incorporate Inuit Qaujimajatuqangit, language and culture into program delivery, and distribute more client oriented communication materials in all official languages.

In addition, the department is also taking steps to strengthen financial management and improve program accountability. These steps include implementing the revised Client Travel and Extended Health Benefits policies, reducing the use of agency nurses through the Nunavut Nursing Recruitment and Retention Strategy, improving internal budget and variance reporting, increasing management financial accountability and improving financial training for managers.

### 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

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:

- All activities of the health and social services system will support an approach that places people first.

- The department will operate in a way that is accountable, sustainable and is responsive to the needs of its people.
- Programs and services represent the values, knowledge, beliefs and traditions of Nunavummiut and will be integrated with other government and non-government services.
- Activities of the health system will support the full continuum of care through promotion, prevention, treatment, continuing care and rehabilitation services.

## **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 and 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. The 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 Government of Nunavut's Tuttarviit Committee.

Nunavut-based service delivery will help to create self-reliance by increasing our ability to serve Nunavummiut within Nunavut, as opposed to relying 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 supports 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 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 plan (HHR) targeting education and training initiatives 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.

The department 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 Government of Nunavut 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. The Maternal Care Worker and Midwifery program which began in September 2005, expanded from Rankin Inlet to Iqaluit in September 2007. A 2-year Mental Health Training Program is offered through Nunavut Arctic College in Iqaluit. New programs with Nunavut Arctic College include the Community Therapy Assistant Program and the Home Care and Community Care program which will begin in April 2008 and January 2008 respectively.

The department provides funding to the Nunavut Arctic College to offer a pre-enrollment foundation year focused on math and science in the communities of Cambridge Bay and Rankin Inlet. This will help lead into the expanded Nunavut Nursing Program that will be offered by Nunavut Arctic College in Rankin Inlet and Cambridge Bay. In addition, funding will be available for tutoring Inuit students enrolled in the nursing program and subsidising day-care for eligible nursing students. All nursing program graduates are guaranteed employment by the department. Graduates of the nursing program who are taking final examination are provided with a 10-day study and preparation period during which the nurses receive 80 per cent of their salary for the study period.

The department supports students in the Nunavut Nursing Program offered by Nunavut Arctic College with scholarships and bursaries. 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. 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 of Health and Social Services produces an annual Inuit Employment Plan (IEP) in accordance with Article 23 of the Nunavut Land Claims Agreement. The plan commits the department to achieving the Government of Nunavut Inuit employment goal of 56% across all occupational categories by 2010. IEP statistics as of March 31, 2007 indicate 52% of current employees in the department are beneficiaries.

### Departmental Inuit Employment Targets

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>928</b>		<b>940</b>	
Total Filled Positions	617	66	636	68
Total Vacancies	311	34	304	32
Total Beneficiaries	322	52	340	53
<b>Total Executive Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Executive Positions	3	100	3	100
Total Vacant Executive Positions	-	-	-	-
Total Beneficiaries in Executive Positions	-	-	-	-
<b>Total Senior Management Positions</b>	<b>15</b>		<b>18</b>	
Total Filled Senior Management Positions	13	87	14	78
Total Vacant Senior Management Positions	2	13	4	22
Total Beneficiaries in Senior Management Positions	2	15	2	14
<b>Total Middle Management Positions</b>	<b>84</b>		<b>84</b>	
Total Filled Middle Management Positions	66	79	70	83
Total Vacant Middle Management Positions	18	21	14	17
Total Beneficiaries in Middle Management Positions	12	18	13	19
<b>Total Professional Positions</b>	<b>354</b>		<b>355</b>	
Total Filled Professional Positions	205	58	209	59
Total Vacant Professional Positions	149	42	146	41
Total Beneficiaries in Professional Positions	38	19	42	20
<b>Total Paraprofessional Positions</b>	<b>247</b>		<b>247</b>	
Total Filled Paraprofessional Positions	160	65	162	66
Total Vacant Paraprofessional Positions	87	35	85	34
Total Beneficiaries in Paraprofessional Positions	110	69	117	72
<b>Total Administrative Support Positions</b>	<b>225</b>		<b>233</b>	

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
Total Filled Administrative Support Positions	170	76	178	76
Total Vacant Administrative Support Positions	55	24	55	24
Total Beneficiaries in Administrative Support Positions	160	94	166	93

## Departmental Inuit Employment Initiatives

To date, the Department of Health and Social Services has been very successful meeting its Inuit employment targets in the paraprofessional (69% beneficiaries) and administrative support (94% beneficiaries) categories, and progress is already starting to be achieved in the professional category (19% beneficiaries). Over the next three years additional progress will be achieved in the professional category as more Inuit midwives, nurses, home care workers and others graduate and obtain employment in the department.

With this in mind, the department will continue to work with the Department of Education and Nunavut Arctic College by supporting and funding certificate and degree programs that lead to career opportunities in health care. The following programs that are offered by Nunavut Arctic College are examples of the types of programs that are helping Inuit to achieve health care careers in Nunavut:

- Nunavut Nursing (Baccalaureate) Program
- Community Health Representative Program
- Human Services / Social Services Program
- X-Ray Assistant Program
- Maternal Care Worker / Midwife Program
- Mental Health Worker Program
- Home Care and Continuing Care Program
- Community Therapy Assistant Program

The department also recognizes that in order for Inuit Employment Plans to be effective, government departments and other organizations must ensure there is a commitment to the process. This premise is supported by recent research that indicates employment equity initiatives are likely to fail when organizations do not demonstrate the necessary commitment, and the extent to which employment equity is essential to the organizations core values is the measure of how managers integrate it into their operations.

As a critical first step towards demonstrating that commitment, the Department of Health and Social Services is strengthening its internal human resource recruitment, retention and career advancement capacity. One of the primary measures that will be used to accomplish that goal will be the establishment of a permanent IEP Recruitment, Retention and Advancement Advisory Committee, which will be capable of providing direction to the department's senior management on all relevant programs, policies, and practices affecting Inuit employment issues. In addition, a broad range of recruitment, retention and career advancement strategies will be adopted and promoted across the department.

The department also intends to be proactive in the promotion of Inuit recruitment, retention and career advancement issues, and continue to develop and refine its internal processes to monitor, track and assess progress towards achieving its established IEP goals.

## **ENVIRONMENTAL SCAN**

During the 2008-09 fiscal year, the Department of Health and Social Services will continue to focus on improving the delivery of social services and primary and preventative health care services across the territory. When carrying out its mission, the department must take into account a wide range of financial, social and demographic issues that affect the department's ability to advance its priorities. In that regard, the following issues have an important bearing on how the department achieves those priorities.

### **Population and Geography**

Nunavut has the smallest population of any province or territory in Canada, with an estimated population of 30,446 (April 2006), while the total population of Canada was estimated to be 32,501,147 (April 2006). The population of Nunavut lives in 25 communities spread across a geographic area encompassing 3 time zones and 1,994,000 square kilometers or approximately 20% of Canada's total land area.

According to Statistics Canada, Nunavut posted the highest annualized demographic growth rate in the country during the second quarter of 2006 (38.3 per 1,000), more than three times the Canadian average of 12.2 per 1,000 during the same period. This was due to continuing strong fertility and net inter-provincial migration, which was the highest for any quarter since 2002. These recent demographic increases reflect population growth trends in Canada during the past several years.

Population growth is a fundamental driving force for change as it automatically increases the demand for health care resources and services. While Nunavut has a younger population than the rest of Canada with more than one-half of the population under the age of 25, overall population growth will have a continuing long-term impact on the services provided by the department.

### **Cultural and Linguistic Challenges**

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. Statistics provided by the Nunavut Bureau of Statistics (Source: 2001 Household Survey) indicate 88% of people in Nunavut whose mother tongue is Inuktitut can speak the language fluently. However, within this context many Inuit Elders across the territory have a poor understanding of English. Only 21% of Inuit aged 55-64 indicate they speak English very well or relatively well. For Elders over 65, only 9% indicate they speak English very well or relatively well. As language services provided by the department are critical to a patient or client's understanding of the health care process, it is important to have an adequate number of Inuktitut speaking staff at all times to ensure clear communication between practitioners and clients takes place.

### **Strengthening Financial Management**

All provinces and territories in Canada have experienced rising costs for social services and health care during the past decade. In fact, on a percentage basis health care costs have grown faster than all other services provided by government. While many factors have contributed to these health care cost increases, drug costs alone rose from 9.6% of the total health care bill in 1985 to 17.7% in 2004, and overall health spending in Canada increased by 39% during the past five years.



Within Nunavut, health care costs have grown even faster, based mainly on the costs associated with contracted agency nurses, residential care and the rising cost of air fares.

In order to help contain these cost increases, the department is taking proactive steps to strengthen financial management. These steps include, but are not limited to: implementing the new Client Travel Policy and Extended Health Benefits Policy, reducing the use of agency nurses through the Nunavut Nursing Recruitment and Retention Strategy, improving the internal budget and variance reporting process, increasing management financial accountability and improving financial training for managers.

## **Human Resources Capacity**

The department recognizes the important role health care professionals play in the delivery of health and social services across the territory. With that in mind, the department is committed to ensuring there are an adequate number of nurses working in Nunavut. This commitment is supported through a new comprehensive Nunavut Nursing Recruitment and Retention Strategy which is designed to be multi-dimensional, containing short, intermediate and long-term initiatives to address the current and historical shortage of nurses in Nunavut. In addition, the strategy supports a workforce that lives and works in Nunavut, ultimately reducing the need for contracted agency nurses.

Another critical step towards demonstrating the commitment of providing essential services in Nunavut is to strengthen the department's internal human resource recruitment, retention and promotion capacity. One of the primary measures that will be used to accomplish that goal will be to reestablish a permanent IEP Recruitment, Retention and Advancement Advisory Committee, which will be capable of providing direction to the department's senior management on all relevant programs, policies, and practices affecting Inuit employment issues. In addition, IEP recruitment, retention and advancement strategies will be broadly adopted and promoted across the department.

## **Broad Determinants of Health**

Nunavummiut face a variety of complex social issues which have an effect on their well-being. 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 also remain a major concern. Incidents of child abuse, family violence, and suicide are reminders of the many challenges we face. Ignoring these social problems will only lead to an increase in their impact on the health and social services system. By directing resources to public health and social services, the department is investing in measures that will hopefully reduce the need for more costly health care services in the future.

Housing also 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 broader 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 Canadian national averages.

Compared to national averages, in Nunavut:

- Suicide rates are 10 times higher;
- Life expectancy rates are 10 years lower;
- Birth rates are 2.4 times higher;
- Infant mortality rates are 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; and
- Sexually transmitted infection rates are up to 17 times higher.

Today, higher rates of illness, injury, morbidity and mortality are concentrated disproportionately among Canada's most vulnerable populations. Therefore, recognizing the importance of the broad determinates of health is vital when attempting to help improve the health of Nunavummiut and ultimately reduce demands on the health care system as a whole. The department is also supporting the Qanuippitali Inuit Health Survey which is currently examining the health of Inuit in Nunavut, Nunatsiavut and Inuvialuit communities. This long term study of Inuit health will provide an overview of how diet, the environment, and climate change is affecting the health of Inuit in the north.

## **Public Health**

The primary purpose of the public health component of the health care system is to promote and protect health and prevent disease and injury. It is therefore an integral component of the department's vision and a critically important part of the response to health issues facing Nunavummiut.

Over the past two decades, there has been a growing realization that the health status of individuals and communities is contingent upon healthy social and physical environments and healthy lifestyle choices. Health promotion and disease prevention strategies enabling people to assume greater control over the physical, social and economic factors affecting their health are also widely regarded as cost effective. They result in decreased medical care expenses by preventing illnesses from arising due to stressful environments and unhealthy lifestyles. The cost effectiveness of health promotion was also confirmed by a recent Canadian study, which found that health promotion was a less expensive means of increasing life expectancies than spending on curative medicine.

In order to address the current lack of resources devoted to public health in Nunavut, the department has developed a new Public Health Strategy. The new strategy supports the need for more community health representatives with clarified roles and an enhanced impact in Nunavut's communities and the addition of public health nurses in the larger communities. These positions focus on prevention and health promotion at the community level. They also work with and support local community health committees in order to assess the health of communities, support community analysis and decision making, and take action to improve overall community health. The strategy also recognizes that the department needs public health information and surveillance capacity and the public health system needs to be reorganized in order to provide increased clarity through the establishment of well defined goals and objectives. By making investments in public health and preventative care now, we can help offset the high cost of primary health care in the future.

## **Social Services**

Social Work is a profession that assists individuals, families, groups and communities to enhance their individual and collective well-being. Effective social services are as important to our communities as policing, utilities, safe drinking water, and transportation systems. Within Nunavut, social services are delivered by approximately 50 social services workers who are located in communities across the territory. They assist individuals by helping them develop their own skills and the ability to use their own and community resources to resolve problems. The Social Services program is also concerned with broader social issues such as poverty, unemployment and family violence. In addition, Social Services provides a range of support services for children and vulnerable adults who may require protection or other specialized services. The program focuses on the following five main areas: Child Protection Services, Adoption Services, Guardianship Services, Adult Support Services and Family Violence Services.

Along with other components of the health care system, Nunavut's community-based social services delivery system is facing significant challenges as the cost of air fares and residential care continues to increase. For the last five years, the number of children in protective care has also continued to rise; approximately 298 children are in care both within and outside of Nunavut as of September 2007. As a result, the department must be strategic in leveraging technology and employing new models of service delivery whenever possible in order to ensure program sustainability.

## **Infrastructure**

Many of the community health centres require renovations 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. Savings to the Government of Nunavut in travel costs can be redirected to health services – shifting costs from travel to treatment and wellness programs – to assure a sustainable health care system for future generations of Nunavummiut. Increased territorial capacity also means that fewer Nunavummiut will need to endure the social and economic disruptions caused by the current need for medical travel outside the territory.

The new regional health facilities in Rankin Inlet and Cambridge Bay opened in the fall of 2005 and a broader range of outpatient services have been added. Other services, such as inpatient 24/7 care, will be phased in when resources become available. The Kitikmeot Health Centre was damaged by fire in August 2007. The interior repairs are to be completed by December 2007. Exterior work will be done after materials arrive on the 2008 sealift. The exterior work will be completed by October 2008.

The Qikiqtani General Hospital in Iqaluit will be operational in late 2007. Expanded services such as mammography and the Territorial Tuberculosis Laboratory will be phased in as resources become available. The Department of Health and Social Services and the Department of Community and Government Services are working together on the functional program requirements for the renovation of the current Baffin Regional Hospital. Some programs and services will remain in the pre-existing building but renovations will start in 2007 and continue in 2008.

The new health centre for Pangnirtung and the new continuing care centers for Gjoa Haven and Igloolik are scheduled to be operational in the fall of 2008. Design is continuing on new health centres for Repulse Bay and Taloyoak. It is expected that this same design will be used with foundation modifications for a new health centre for the community of Arctic Bay when capital funds are available for design modifications and construction.

## **Health Information**

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.

The Electronic Health Record (EHR) system, which includes components such as a laboratory and pharmacy information system, reduces the administrative burden of tracking results and information manually, and improves the information necessary for the diagnosis and treatment of clients. The EHR system will incorporate a wide range of Health and Social Services programs and services. A key objective is to provide Nunavut with advanced, complete health applications and information systems, giving the Government of Nunavut the ability to monitor, report and address critical health indicators.

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. Nunavut's Telehealth program, the Ikajuruti Inungnik Ungasiktumi (IIU) Telehealth Network, has grown to provide a broad range of clinical, educational, family visitation and administrative support services and is available in all communities. Not only has the Telehealth Network avoided health care costs, it has also increased the level of clinical, social and educational services available to Nunavummiut in our communities.

## **Critical Issues**

The health status of Nunavummiut is significantly below the national average. Improving health and social services – especially through prevention – is essential. The department needs 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. Risk management processes must be updated and enhanced, as the loss of accreditation at Baffin Regional Hospital in December 2005 shows.

The department will be implementing a computerized information system, the electronic health record or EHR, that will ensure all client/patient information is available, which will decrease wait-times and improve care. This system includes scheduling of patients, referrals to specialists, medical travel, laboratory and pharmacy information and client records.

Another important priority 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 Igloolik 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 the 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 also make sure staff have opportunities for personal growth to encourage retention.

Much remains to be done to improve the health status of Nunavummiut. It will not be possible for the department to address all of the outstanding issues simultaneously. This Business Plan will focus on the '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)			
	2007-08	2008-09	2009-10	2010-11
Directorate	17,494	<b>24,175</b>	24,828	25,068
Social Services	28,399	<b>29,112</b>	29,112	29,112
Public Health	6,832	<b>6,637</b>	6,637	6,637
Treatment	120,249	<b>137,236</b>	139,065	139,792
Health Insurance	50,870	<b>54,228</b>	54,228	54,228
<b>TOTAL</b>	<b>223,844</b>	<b>251,388</b>	<b>253,870</b>	<b>254,837</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 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.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Deputy Minister</b>		1,118	<b>1,220</b>	1,220	1,220
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 Programs and Standards</b>		312	<b>2,726</b>	3,379	3,619
Provides overall management and leadership in areas of programs and standards, carries out strategic initiatives and provides strategic policy advice to the department.					
<b>ADM Operations</b>		1,079	<b>1,118</b>	1,118	1,118
Provides overall management and leadership for regional operations, while providing support to local communities in capacity building.					

<b>Corporate Services</b>	13,753	<b>17,660</b>	17,660	17,660
A multi-disciplined division responsible for the provision of support functions in three main sectors which include Finance, Health Information and Human Resources.				
<b>Policy, Planning and Evaluation</b>	712	<b>833</b>	833	833
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>Women's Initiatives</b>	430	<b>528</b>	528	528
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. Provides financial assistance to Qullit, the Nunavut Status of Women Council (established under the <i>Status of Women Council Act</i> ) to advocate for the rights of women. Funding is available to women's groups through the Women's Initiative Grants.				
<b>Persons with Disabilities</b>	90	<b>90</b>	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.				
<b>Total, Directorate</b>	<b>17,494</b>	<b>24,175</b>	<b>24,828</b>	<b>25,068</b>

### Priorities (2007-08)

- Provide leadership and support, building a corporate culture that values and uses teamwork, consultation and communication.  
**Status:** *Organizational design changes have been implemented to provide better support systems, accountability and clarity with respect to roles and responsibilities. This is an ongoing priority.*
- Staff current essential positions with full-time staff and reduce the reliance on staffing through agencies.  
**Status:** *The department continues to fill all essential positions and has developed initiatives to effectively recruit and retain health care professionals.*
- Develop ongoing training for staff, specifically nurses and social workers, based on core competencies.  
**Status:** *Internal core competencies have been developed for Home Care, Public Health, Social Work and Community Health Nurses. Once the Acute Care core competency assessment is completed, the five fields will be amalgamated into a comprehensive document. Core competencies training will be delivered once an assessment is completed.*
- Improve conditions of employment to be competitive with other jurisdictions.  
**Status:** *The department has developed a Nunavut Nursing Recruitment and Retention Strategy to address employment conditions for nurses.*

- Develop information systems that will improve the information necessary for the diagnosis and treatment of clients.

**Status:** *Lab information systems, pharmacy information systems and schedule systems have all been installed in the Qikiqtani General Hospital.*

- Support the development of the action plan on violence against women.

**Status:** *The action plan is not yet complete but this work will continue in 2008-09.*

### **Priorities (2008-09)**

- Review all territorial policies and procedures associated with health services delivery and ensure policy procedures and standards are developed and implemented to achieve accreditation.
- Strengthen financial management by providing training and guidance to all senior managers in the areas of budget and expenditure management.
- Expand the level of services being offered at the new Rankin Inlet and Cambridge Bay health centers by recruiting more staff under a successful recruitment and retention strategy.
- Make the new client travel policy operational by training staff in its application, ensuring the service providers are prepared for the changes, communicating the changes to the public and developing the support systems that will track and monitor application of the policy across all regions.
- Foster collaboration with NTI, Health Canada and regional Inuit associations through the Tri-Partite Committee to guide program planning and administer community wellness funding.
- Create a permanent IEP Recruitment, Retention and Advancement Advisory Committee, which will be capable of providing direction to the department's senior management on all relevant programs, policies, and practices affecting Inuit employment issues. In addition, a broad range of recruitment, retention and career advancement strategies will be adopted and promoted across the department.
- Distribute newly approved suicide protocols to all health centres and develop protocols specifically for the Qikiqtani General Hospital.
- Develop information systems that will improve the quality and availability of information necessary for diagnosis and treatment – an integrated, interoperable electronic health record solution in all 25 communities, which will be an ongoing priority to be completed by 2012.
- Expand Telehealth services to all boarding homes and Naja Isabelle Children's Group Home in Chesterfield Inlet. Upgrade equipment from the original 15 communities that received Telehealth re-using older equipment for basic videoconferencing services in regional offices.

### **Social Services**

Social work is a profession that assists individuals, families, groups and communities to enhance their individual and collective well-being. Social workers assist individuals by helping them develop their own skills and the ability to use their own and community resources to resolve problems. The Social Services program is also concerned with broader social issues such as poverty, unemployment and family violence. In addition, Social Services provides a range of support services for children and vulnerable adults who may require protection or other specialized



services. The program focuses on the following five main areas: Child Protection Services, Adoption Services, Guardianship Services, Adult Support Services and Family Violence Services.

**Objectives**

- To fulfill the legislative responsibilities to protect children as specified in the *Child and Family Services Act*.
- To provide assessments of the risk of violence, and when required provide an 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.
- To protect the rights of parents and children by adhering to the provisions of the *Adoptions Act* and the *Aboriginal Custom Adoption Recognition Act*.
- To protect the rights of children as defined in the *Guardianship and Trusteeship Act*.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Social Services Headquarters</b>		699	<b>632</b>	632	632
Responsible for interpreting legislation and policy, identifying program gaps, and drafting applicable policy and legislative changes through consultation with the Department of Justice. Represents Nunavut on federal/provincial/territorial working groups to ensure full participation in all programs and services being developed at the national level. Also responsible for developing materials to aid in the training of social service workers, as well as developing and updating publications that explain the various Social Services programs available in Nunavut.					
<b>Child Protection Services</b>		5,584	<b>5,046</b>	5,046	5,046
Ensures the safety and well-being of children by providing protection services; which may include investigations, interventions and residential services that are provided by child protection workers under the <i>Child and Family Services Act</i> .					
<b>Adoption Services</b>		1,396	<b>1,261</b>	1,261	1,261
Under the <i>Adoptions Act</i> and the <i>Aboriginal Custom Adoption Recognition Act</i> , Social Services is responsible for departmental, custom, private, family, stepparent and international adoptions in the territory.					
<b>Guardianship Services</b>		1,396	<b>1,261</b>	1,261	1,261
Under the <i>Guardianship and Trusteeship Act</i> , the Office of the Public Guardian reviews all guardianship applications and documents before they are presented to the Court. The Public Guardian can also be appointed by the Court to represent a person who has no family members or friends who are willing, suitable or able to act as guardians.					
<b>Adult Support Services</b>		2,094	<b>1,892</b>	1,892	1,892
Provides adults with a variety of disabilities and related needs with a range of counselling and support services. Adult foster care and supported independent living programs are two examples of the services provided under this program.					

<b>Family Violence Services</b>	2,792	<b>2,522</b>	2,522	2,522
Social workers and mental health workers provide family violence prevention services: interventions, individual and group counseling, support groups, referrals to other services, and transportation to a safe location in or out of the community, safe homes, and emergency shelters.				
<b>Residential Care (Facility Based)</b>	14,438	<b>16,498</b>	16,498	16,498
Residential care is provided for challenged adults or children, within Nunavut or outside of Nunavut. These services are provided in long-term care facilities, group homes and treatment centres.				
<b>Total Social Services</b>	<b>28,399</b>	<b>29,112</b>	<b>29,112</b>	<b>29,112</b>

### Priorities (2007-08)

- Put in place standards for residential care facilities.  
**Status:** *Since September 2007, residential care standards for children and adult group homes as well as family violence shelters and safe homes have been completed and implemented.*

### Priorities (2008-09)

- Develop operational standards for all facility-based care.
- Explore the potential for a behavioral modification group home in Nunavut.
- Assist with the creation of foster parent associations within all communities and regions in order to form a Nunavut Foster Parent Association that can later be linked to the Canadian Foster Parent Association.
- Develop foster parent training materials that are relevant to Nunavummiut with the assistance of the four community foster parent associations currently in operation.

## Public Health

Provides direction and leadership in public health throughout Nunavut through a number of prevention and public education initiatives. With a range of underlying determinants of health, Public Health uses comprehensive strategies and approaches that combine education and skill building, social policy, inter-sectoral partnership and collaboration, regulation, community development and the support of effective clinical preventive interventions. The department delivers several programs in cooperation with and on behalf of the federal government. For example, the department has an initiative to address fetal alcohol spectrum disorder (FASD), which involves the health providers, schools and also employers to assist those affected with FASD using funds from the federal government.

### Objectives

- To develop public health strategies to improve the health status of the population.
- To monitor trends in disease and health determinants to enable an informed response to public health issues.
- 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 in Nunavut with respect to health policy development and health program planning.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Chief Medical Officer of Health</b>		520	<b>516</b>	516	516
Provides leadership and expertise to several health protection programs that focus on environmental health, determination of health consequences of environmental contaminants, and 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	<b>124</b>	124	124
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	<b>800</b>	800	800
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 is achieved in accordance with various legislation such as the <i>Public Health Act</i> and various regulations, policies and departmental procedures.					
<b>Health Protection</b>		2,975	<b>2,883</b>	2,883	2,883
Provides expertise and leadership to the regions in the delivery of programs and services dedicated to protecting the health of Nunavummiut.					
<b>Tuberculosis (TB) Program</b>		243	<b>232</b>	232	232
A territory-wide program to prevent new cases of tuberculosis and to treat those infected with tuberculosis. 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.					
<b>Health Promotion</b>		1,400	<b>1,324</b>	1,324	1,324
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 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	<b>512</b>	512	512
Provides information needed to track the wellness/morbidity of individuals, families and communities in Nunavut. 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	<b>246</b>	246	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>Total, Public Health</b>	<b>6,832</b>	<b>6,637</b>	<b>6,637</b>	<b>6,637</b>

**Priorities (2007-08)**

- Initiate the development of an addictions strategy for Nunavut.  
**Status:** *This is incomplete and will be an ongoing priority for 2008-09.*
- Develop a Public Health Strategy.  
**Status:** *The department has completed the Public Health Strategy.*
- Enhance support for and the role of Health Committees of Council and encourage the utilization of “Piliriqatigiinngniq-Working Together for the Common Good” report.  
**Status:** *New terms of reference for the Health Committees of Council have been developed and finalized. Nunavut’s first ever Community Health Conference will be held in Iqaluit in October 2007.*
- Work with other government agencies and the private sector to contribute to a Nunavut Emergency Management program.  
**Status:** *A Pandemic Influenza Plan has been submitted and contributes to the Nunavut Emergency Management program.*

**Priorities (2008-09)**

- Begin implementation of the new Public Health Strategy - “Developing Healthy Communities.”
- Support the development of evidence-based policies and approaches that will support healthy eating in Nunavut and finalize a partnership agreement with the Public Health Agency of Canada regarding physical activity and healthy eating.
- Initiate discussions with Health Canada to allow public health funding to be delivered as global grants which the Government of Nunavut and communities can use to address Nunavut’s public health goals.
- Identify specific public health information and surveillance needs and develop a system for collecting and analyzing data to support public health responsibilities.
- Recruit additional public health nurses to work at the regional and community level.

**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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Professional Practice</b>		1,668	<b>1,636</b>	1,636	1,636
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.					
<b>Dental Services</b>		2,480	<b>2,357</b>	2,357	2,357
To deliver comprehensive, timely and appropriate oral health care services, to conduct preventive dental health education, and to promote dental hygiene.					
<b>Mental Health</b>		7,215	<b>6,702</b>	6,702	6,702
Assists communities and groups to understand and deal effectively with addictions, mental health and/or high-stress burdens with minimal assistance from outside resources and assists to reduce the incidence of suicide through counseling and support. Also provides one-on-one counselling and specialized training to support communities to deal effectively with crises such as suicides and limit further repercussions.					
<b>Home Care and Continuing Care</b>		2,185	<b>2,163</b>	2,163	2,163
Offers health related services to Nunavummiut needing extra care because of chronic illness, poor health or disability. Aims to preserve and maximize an individual's ability to remain independent at home through case management, nursing and personal care, homemaking and rehabilitation. Also concentrates on supporting and strengthening family and community involvement in care delivery. The First Nations and Inuit Home and Community Care Program, which is a federally funded initiative (Vote 4), is a supplement to the Government of Nunavut's Home Care Program.					
<b>Medical Transportation</b>		34,794	<b>43,959</b>	44,080	44,208
Provides transportation services for patients who require medical services not available within their own community.					
<b>Hospital and Physician Services</b>		43,802	<b>49,480</b>	49,108	49,649
Provides inpatient and outpatient services in Nunavut and out of territory. This program also provides 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 through visits on a rotational basis to community health centres.					
<b>Community Health Centres</b>		28,105	<b>30,939</b>	33,019	33,077
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>120,249</b>	<b>137,236</b>	<b>139,065</b>	<b>139,792</b>

### Priorities (2007-08)

- Continue to implement recommendations from the Canadian Council on Health Services Accreditation (CCSHA) for the Baffin Region.  
**Status:** *Teams have been established to address the recommendations identified in the CCSHA report of January 2006. The CEO of the CCHSA recently described the progress in the last year towards accreditation as impressive. The teams should complete their work by March 2008 at which time they would complete the CCHSA self-assessment. H&SS will request that the CCHSA undertake a new survey in September 2008.*
- Improved Tracking of Specialist Referrals.  
**Status:** *Currently reviewing automated systems that may assist in this regard. Forms have been changed so that consultant reports will go directly to the Baffin Regional Hospital.*

### Priorities (2008-09)

- To increase physician recruitment, the department will monitor current recruitment strategies and make adjustments as necessary.
- Develop and implement a Nunavut-wide quality assurance framework.
- Develop a Centre of Excellence for Mental Health and Addictions which will implement the Nunavut Addictions and Mental Health Strategy, creating consistency of programs and protocols throughout the territory.
- Improve the scheduling and tracking of specialist referrals through structural and technological improvements in the referral process.

## Health Insurance

Includes territorial health insurance programs that cover hospital services within Nunavut and other jurisdictions for Nunavummiut, as well as supplementary health benefits and Non-Insured Health Benefits (NIHB).

### 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.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
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### Health Insurance

**Programs / Vital Statistics** 1,262 1,245 1,245 1,245

Records and issues certificates for births, marriages, and deaths that occur in Nunavut. Registers change of name orders, adoptions, additions of father details to birth records, and additions or changes of given names. 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>Extended Health Benefits</b>	400	<b>360</b>	360	360
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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	<b>31,023</b>	31,023	31,023
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Responsible for the payment of out-of-territory hospital services. When Nunavut patients are seen in other provinces, the province then reciprocally bills the Government of Nunavut for these services.

<b>Reciprocal Physician Billings</b>	3,200	<b>3,000</b>	3,000	3,000
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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	<b>18,600</b>	18,600	18,600
------------------------------------	--------	---------------	--------	--------

Administration of the Non-Insured Health Benefits program.

<b>Total, Health Insurance</b>	<b>50,870</b>	<b>54,228</b>	<b>54,228</b>	<b>54,228</b>
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### Priorities (2007-08)

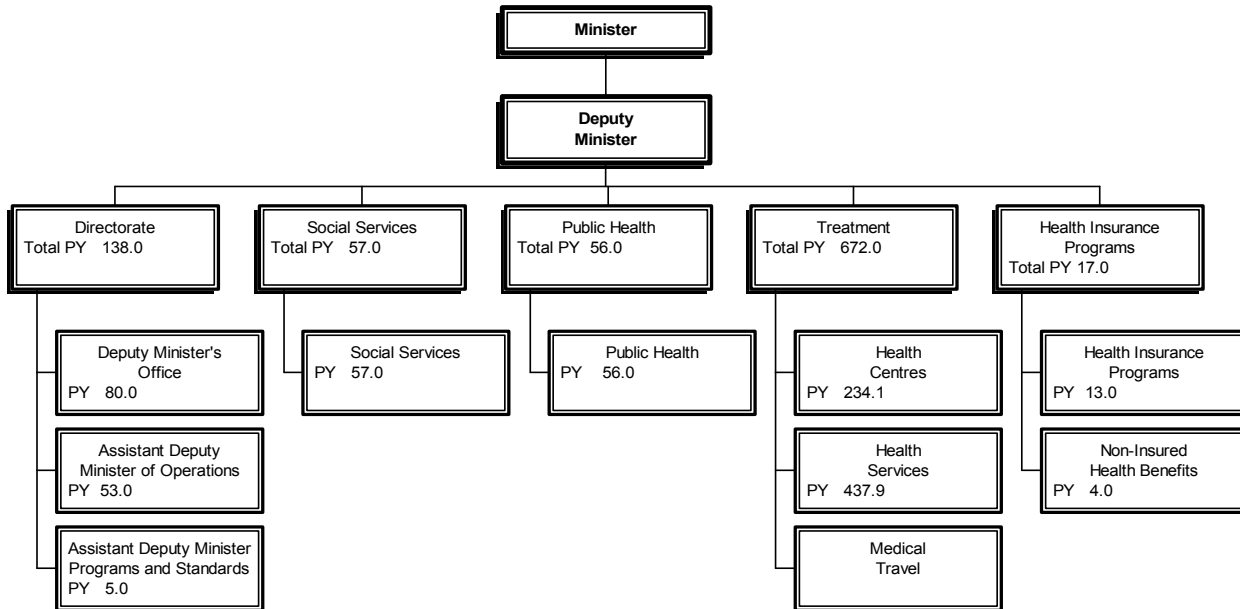
- Ensure new Client Travel Policy is effectively implemented.  
**Status:** *The new policy has been implemented, with some specific components that will take effect on April 1, 2008.*
- Create communications tools for the public that clearly explain programs and benefits available.  
**Status:** *The communications tools for the public were created and distributed.*
- Continue development of an in-house NIHB specific vision care database to track eligible recipients' eye exams and optical prescription history.  
**Status:** *This project is being deferred to the 2008-09 fiscal year due to the medical travel implementation and the staff turnover.*
- Finish review of Nunavut-specific supplementary health benefits programs.  
**Status:** *A new Extended Health Benefits Policy has been created and implemented. Further review is required in relation to specific benefits which are described in the Extended Health Benefits program guidelines.*

### Priorities (2008-09)

- Implement a new secure Nunavut birth certificate following the example from other Canadian jurisdictions.
- Develop the in-house NIHB vision care database.
- Develop a Medicare policy, regulations and fee schedule.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	857.5
Vote 4/5 PYs	82.5
Revolving Fund PYs	-
<b>Total PYs</b>	<b>940.0</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.

### **Social Services**

Provides a range of support services for youth and vulnerable adults. The Social Services Branch focuses on the following five main areas: Child Protection Services, Adoption Services, Guardianship Services, Adult Support Services and Family Violence Services.

### **Public Health**

Provides public health direction, coordination and knowledge. 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		2008 – 2009 Main Estimates		2009 – 2010 Planned		2010 – 2011 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>								
Salary	11,015	113.0	<b>16,522</b>	<b>138.0</b>	17,014	140.0	17,014	142.0
Grants & Contributions	590		<b>1,840</b>		1,840		1,840	
Other O&M	5,889		<b>5,813</b>		5,974		6,214	
<b>Subtotal</b>	<b>17,494</b>		<b>24,175</b>		<b>24,828</b>		<b>25,068</b>	
<b>SOCIAL SERVICES</b>								
Salary	6,075	51.0	<b>6,253</b>	<b>57.0</b>	6,253	57.0	6,253	57.0
Grants & Contributions	2,076		<b>2,080</b>		2,080		2,080	
Other O&M	20,248		<b>20,779</b>		20,779		20,779	
<b>Subtotal</b>	<b>28,399</b>		<b>29,112</b>		<b>29,112</b>		<b>29,112</b>	
<b>PUBLIC HEALTH</b>								
Salary	4,726	63.0	<b>4,622</b>	<b>56.0</b>	4,622	56.0	4,622	56.0
Grants & Contributions	-		-		-		-	
Other O&M	2,106		<b>2,015</b>		2,015		2,015	
<b>Subtotal</b>	<b>6,832</b>		<b>6,637</b>		<b>6,637</b>		<b>6,637</b>	
<b>TREATMENT</b>								
Salary	53,149	596.6	<b>59,682</b>	<b>672.0</b>	61,147	674.3	61,388	676.6
Grants & Contributions	1,829		<b>1,613</b>		1,613		1,613	
Other O&M	65,271		<b>75,941</b>		76,305		76,791	
<b>Subtotal</b>	<b>120,249</b>		<b>137,236</b>		<b>139,065</b>		<b>139,792</b>	
<b>HEALTH INSURANCE</b>								
Salary	1,372	17.0	<b>1,399</b>	<b>17.0</b>	1,399	17.0	1,399	17.0
Grants & Contributions	-		-		-		-	
Other O&M	49,498		<b>52,829</b>		52,829		52,829	
<b>Subtotal</b>	<b>50,870</b>		<b>54,228</b>		<b>54,228</b>		<b>54,228</b>	
<b>TOTAL</b>	<b>223,844</b>	<b>840.6</b>	<b>251,388</b>	<b>940.0</b>	<b>253,870</b>	<b>944.3</b>	<b>254,837</b>	<b>948.6</b>

**Department of  
Environment**

**Business  
Plan**

**2008-2009**

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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 through 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), the Department of Environment 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 obligations;
- Public safety and promoting a healthy and safe work environment;
- Making decisions using both 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 continuing to meet the language guidelines:

- Public communication, information and correspondence are provided in appropriate official languages, as required.

*Department of Environment*

- Headquarters and regional offices have the capability to provide services in all official languages and regional dialects, as appropriate.
- All departmental office signage conforms to GN Language Service Guidelines and all park facility signage is presently being upgraded to conform to the guidelines.
- The department's public advertising is reflective of Nunavut's official languages.
- An internal Inuktitut language training program has been established and is on-going.
- The department's new website is under construction and will be fully functional in all four languages.



## STRATEGIC COMMITMENT TO PINASUAQTAVUT

### Inuit Qaujimajangit

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

Our mission commits us to the *Inuit Qaujimajangit* 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 (HTOs), Regional Wildlife Organizations, communities, community lands/beneficiary committees, elders, youth and other stakeholders have input into the planning and development of territorial parks, climate change adaptation plans, and all other departmental policies, programs, and legislation.

*Inuit Qaujimajangit* has been enshrined in law in the *Wildlife Act*. The Act 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. The department is responsible for administering the act and ensuring that these principles are adhered to.

Development of Nunavut's parks strengthens and supports local Inuit cultures and communities through the collection of oral histories, defining systems based on cultural landscapes, and sharing *Inuit Qaujimajangit* and the Inuit way of life through interpretation programs.

DOE recently added a dedicated *Inuit Qaujimajangit* researcher position to guide the collection and use of *Inuit Qaujimajangit* in departmental decision-making. This position had been staffed by an Inuk biologist.

On the national and international stage, DOE strives to ensure that audiences are educated about the value and importance of *Inuit Qaujimajangit* and its relevance to environmental decision-making.

### Inuuqatigiittiarniq: 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 management 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.

Nunavut's parks help to maintain environmental health by contributing to clean air, water and lands on a local, regional and global scale. Our territorial parks also help build strong communities by

encouraging positive attitudes, community pride and respect. Parks also foster both mental and physical health by providing enjoyable places for a variety of activities.

Climate change is beginning to impact Nunavut's communities, their water supply, infrastructure, and coastlines. DOE is working on adaptation projects to provide communities with data and tools that can be used for more comprehensive planning that takes into consideration climate change issues of concern.

## **Pijarnirniqsat Katujjiqatigiitiarnirlu: Simplicity and Unity**

DOE is committed to ensuring that programs and services that are developed and delivered by the department are fair, understandable and easy to access. The department ensures that all policies and procedures are written in simple and understandable language and the policies are easily accessible to the public. Through our conservation officers, every community has access to departmental officials, information and services.

We are working toward making Inuktitut the working language of the department through an emphasis on recruitment of Inuktitut speakers, taking part in the *Sivuliqtiksatsat* internship program, our in-house language training program, and by encouraging staff to enroll in intensive Inuktitut training outside the department. These would enhance the delivery of our services to our clients and would reduce barriers in communication.

## **Namminiq Makitajunnarniq: Self Reliance**

Ensuring that Inuit societal values, particularly *avatiimik kamattiarniq*, are incorporated into the sustainable development of Nunavut's resources is an important focus of the department.

We will work to ensure that Nunavummiut receive benefits from our renewable resources and parks. We will be vigilant in ensuring that any development is undertaken in the least disruptive manner.

We are committed to working cooperatively with other government departments and agencies and our NLCA partners to support responsible environment management for the long term benefit of Nunavummiut.

## **Ilippallianguinnarniq: Continuing Learning**

DOE 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. The department views every element of the government budget as a potential training opportunity.

We have a dedicated staff training position with a dedicated budget. Staff is supported to take advantage of all possible training opportunities, both in-house, through GN-sponsored training courses and through external professional development opportunities. Extensive training and upgrading is offered annually to our conservation officers, both for professional development and for maintenance of specialized certification. We maintain a Conservation Officer Training program which develops beneficiary trainees into qualified conservation officers. We are actively expanding our capacity to provide in-house training for our conservation officers.

# INUIT EMPLOYMENT PLAN

## Departmental Inuit Employment Targets

Inuit Employment Representation	As at September 11, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>105</b>		<b>108</b>	
Total Filled Positions	84	80	96	89
Total Vacancies	21	20	12	11
Total Trainees	2	2	3	3
Total Beneficiaries	38	45	50	53
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	-	-	-	-
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	-	-	-	-
Total Beneficiaries in Senior Management Positions	-	-	-	-
<b>Total Middle Management Positions</b>	<b>23</b>		<b>24</b>	
Total Filled Middle Management Positions	22	96	23	96
Total Vacant Middle Management Positions	1	4	1	4
Total Beneficiaries Middle Management Positions	7	32	8	35
<b>Total Professional Positions</b>	<b>15</b>		<b>16</b>	
Total Filled Professional Positions	12	80	13	87
Total Vacant Professional Positions	3	20	3	19
Total Beneficiaries in Professional Positions	3	25	4	31
<b>Total Paraprofessional Positions</b>	<b>50</b>		<b>50</b>	
Total Filled Paraprofessional Positions	37	74	44	82
Total Vacant Paraprofessional Positions	13	26	6	12
Total Trainees in Paraprofessional Positions	2	4	3	6
Total Beneficiaries in Paraprofessional Positions	22	59	30	68
<b>Total Administrative Support Positions</b>	<b>10</b>		<b>11</b>	
Total Filled Administrative Support Positions	6	60	9	82

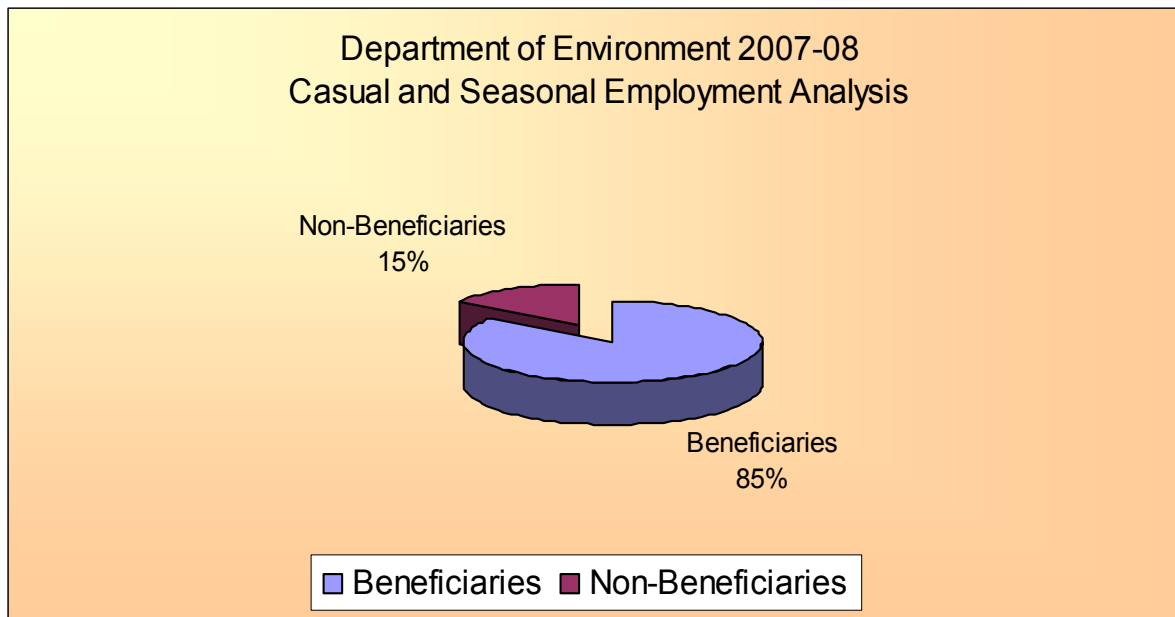
Inuit Employment Representation	As at September 11, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
Total Vacant Administrative Support Positions	4	40	2	18
Total Beneficiaries in Administrative Support Positions	5	83	8	89

## Departmental Inuit Employment Initiatives

DOE has developed an Inuit Employment Plan (IEP) that targets increased beneficiary representation within the department across all job categories. 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 work diligently towards the creation of a work environment that is supportive of Inuit employment.

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. To address this, DOE is taking advantage of the GN-wide *Sivuliqtiksats* program and the hiring process is underway to engage a beneficiary as Intern Director of Parks and Special Places.

In order to reduce dependence on southern hires, we are using the in-house Conservation Officer Training program to develop Inuit conservation officers. The first of the trainees has completed the program and been hired as a conservation officer, with the remaining two trainees progressing through the program. These positions will be maintained as an entry point for Inuit officers. The department has also produced a recruitment video, targeted at Inuit youth, to attract them to careers as conservation officers. This video is being used at career fairs and senior high school classes throughout Nunavut.



Source: Department of Environment, Human Resources Section

DOE sees its casual and summer/seasonal positions as an important gateway to further employment with the department. As much as possible, we fill these positions with beneficiaries of the NLCA. In 2007-08, 21 of the 26 filled summer/seasonal positions were staffed with beneficiaries, as were 13 of 14 casual positions.

## **ENVIRONMENTAL SCAN**

### **Nunavut**

Nunavummiut are proud of our strong relationship to the land 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.

Economic development is a priority for the government and people of Nunavut, but Nunavummiut will not tolerate development that has unacceptable environmental impacts. Particularly in the context of increased resource development the need to ensure that sustainable environmental and land use practices are used and maintained is critical.

The Department of Environment is committed to supporting the development of a sustainable and viable wildlife management regime in Nunavut, and the development and management of a representative system of territorial parks and special places. This depends upon integrating *Inuit Qaujimagangit* with the best available 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 in an arctic environment, particularly given Nunavut's aging waste management infrastructure. Many communities are also 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.

The extent of future climate change impacts on communities and community infrastructure is as yet unknown. Communities need support from all levels of government in assessing and preparing for these impacts.

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 communities to enhance and support the sustainable use of our land and resources to help provide Nunavummiut with security over the health of our environment and healthy lifestyles.

### **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. Making this complex structure work is a continually evolving process that can be slow, expensive and time-consuming.

Through a coordinated approach with our partners and stakeholders, the department supports 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 and program dollars and increase or supplement technical capacity.

The department builds collaborative partnerships from the local level through to an international level, with other government departments, institutes of public government, crown corporations, designated Inuit organizations, other governments, boards, and other organizations in order to best accomplish our mandate.

## International

There is an ever increasing amount of scrutiny of our wildlife management and conservation efforts at the national and international level. In this age of instant communications and global awareness, actions and activities taking place in Nunavut are immediately available to interested parties worldwide, many of whom do not fully understand our context. Any failure of Nunavut to meet external expectations may result in negative publicity and possible trade bans, as has been illustrated by the situation with both seals and polar bears.

A lack of sea ice due to climate change is likely to open the Northwest Passage for increasing periods of time, making it attractive as a major international shipping route. As traffic increases through this extremely fragile ecosystem, so does the potential for environmental harm.

## 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 terrestrial wildlife in Nunavut (Articles 5, 6 and 7);
  - Implementing the terms and conditions of the Territorial Parks Inuit Impact and Benefit Agreement (IIBA) including the operation of a preferential contracting policy for all territorial parks (Articles 8 and 9);
  - Negotiation and implementation of a IIBA for Conservation Areas (Article 9);
  - Land use planning and environmental regulatory functions as they relate to development within Nunavut (Articles 10, 11, 12 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 International Agreement on the Conservation of Polar Bears and Their Habitat.

## **Critical Issues**

The following critical issues represent a broad overview of the challenges and pressures facing the Department of Environment:

- Significant resource development has increased the demands on the department's financial and human resources impacting our ability to effectively carry out our resource management responsibilities.
- Operating within Nunavut's complex co-management system can be expensive, challenging and time-consuming.
- Successful conclusion of negotiations for NLCA implementation funding would greatly enhance departmental capacity.
- Successful completion and implementation of the various IIBAs is crucial for the further development of parks and conservation areas.
- The management of conservation expectations and obligations in the absence of a consistent Nunavut-wide approved land use plan and a strategic approach to conservation is difficult.
- The relatively small size of the domestic work force skilled in scientific and technical areas makes it difficult for the department to meet its Inuit employment goals.
- Insufficient public awareness surrounding wildlife conservation, climate change and environmental stewardship impacts on our ability to carry out our mandate.
- Misperceptions and ill-advised external conservation pressures, driven mostly from outside of Nunavut, are often exacerbated by inaccurate information in the media.



## 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)			
	2007-08	2008-09	2009-10	2010-11
Corporate Management	3,526	<b>3,380</b>	3,380	3,380
Wildlife Management	10,130	<b>9,551</b>	9,551	9,551
Environmental Protection	2,396	<b>1,906</b>	1,506	1,106
Parks and Special Places	1,209	<b>1,289</b>	1,289	1,289
<b>TOTAL</b>	<b>17,261</b>	<b>16,126</b>	<b>15,726</b>	<b>15,326</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 Directorate is also responsible for leading the incorporation of *Inuit Qaujimagangit* into all department activities.

The Policy, Planning and Legislation division 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. The division works to ensure effective communications within the department, the GN, and with Nunavummiut.

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)	2007-08	2008-09	2009-10	2010-11
<b>Directorate</b>		712	<b>629</b>	629	629
The Directorate is responsible for overall management and direction of the Department of Environment.					
<b>Policy, Planning and Legislation</b>		958	<b>875</b>	875	875
Policy, Planning and Legislation oversees all corporate planning, legislation and policy development along with associated research and communications.					
<b>Corporate Services</b>		1,856	<b>1,876</b>	1,876	1,876
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>3,380</b>	<b>3,380</b>	<b>3,380</b>

### Priorities (2007-08)

- Enhance staff skill sets through training and experiential learning, specifically in financial administration.  
**Status:** *On-going. All financial staff are now trained on FreeBalance. DOE staff continue to take advanced courses especially in finance and accounting.*
- Increase Inuit employment.  
**Status:** *On-going. Inuit employment within DOE continues to improve. Recently formed a committee responsible for Inuit employment within the department.*
- Complete the Field Officer Training Program Manual.  
**Status:** *Completed. Manual in use.*
- Improve the management of leave and attendance.  
**Status:** *On-going. Leave management improved within the department. Regional leave and attendance clerks provided with enhanced training.*
- Conduct a critical operational review of current structure and resource allocations.  
**Status:** *In progress. Contractor engaged to undertake external review.*
- Implement departmental communication strategy.  
**Status:** *In progress. New four language website is under construction.*
- Develop *Inuit Qaujimagangit* capacity and further integrate *Inuit Qaujimagangit* into the operations of the department.  
**Status:** *On-going. An internal Inuit Qaujimagangit advisory committee created consisting of a broad spectrum of headquarters and field staff across Nunavut. Social Science Researcher position created to help the department integrate Inuit Qaujimagangit into departmental decision-making. Position staffed by a beneficiary.*
- Improve records management and ability to respond to ATIPP requests.  
**Status:** *Records manager/ATIPP coordinator position developed and staffed.*

- Improve delivery of service for advice on field operations and law enforcement activities.  
**Status:** *Restructured section. New position created within Wildlife Management Section.*

### Priorities (2008-09)

- Implement recommendations from operational review of structure and resource allocations as necessary.
- Complete implementation of departmental communication strategy.
- Analyze and refine internal budget planning process.
- Update departmental Inuit Employment Plan.
- Implement new departmental records management system.

## Wildlife Management

Wildlife Management has a legislated mandate for the management of terrestrial wildlife species in Nunavut. In addition to the *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 wildlife as obligated under the NLCA.

### Objectives

- Provide up-to-date information from various sources, including in-house scientific research and *Inuit Qaujimagangit*, 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)	2007-08	2008-09	2009-10	2010-11
<b>Wildlife Operations</b>		5,177	<b>5,343</b>	5,343	5,343
Wildlife Operations coordinates all wildlife management functions. It covers the delivery of wildlife management responsibilities at the community level through a network of conservation officers to ensure wildlife laws and regulations are followed. This program also serves as the main link to communities on a variety of other programs relating to use of renewable resources.					
<b>Wildlife Research</b>		4,007	<b>3,262</b>	3,262	3,262
Wildlife Research includes scientific research, wildlife monitoring and the collection, analysis, and archiving of Inuit knowledge. Development of management plans, regulations, and conservation recommendations for consideration by the Nunavut Wildlife Management Board (NWMB) are achieved through extensive community and stakeholder consultations. Wildlife Research works with HTOs, Regional Wildlife Organizations, the NWMB, parks co-management committees, as well as national and international management bodies. This section also reviews land use					

applications, monitors land use impacts, and develops recommendations with respect to wildlife and wildlife habitat.

**Community Harvesters Assistance Program (CHAP)**

251                      **251**                      251                      251

CHAP 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.

**Hunters and Trappers Organizations**

317                      **317**                      317                      317

This program area involves provision of core operating funding to each of Nunavut's 25 community-based HTOs to allow them to play an active role, with the GN, in the local management of renewable resources.

**Regional Wildlife Management Boards**

223                      **223**                      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**

155                      **155**                      155                      155

Wildlife Community Support and Contributions support individuals and organizations involved in the harvesting and management of wildlife in Nunavut. This program covers various contributions to individuals and organizations, including Disaster Compensation; Beverly Qamanirjuaq Caribou Management Board; Canadian Cooperative Wildlife Health Centre; and Community Hunts.

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**Total, Wildlife Management**

**10,130                      9,551                      9,551                      9,551**

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**Priorities (2007-08)**

- Begin implementation of Polar Bear Deterrent Program.  
**Status:** *In progress. Wildlife Deterrent Specialist position created and in staffing process.*
- Work towards finalizing Polar Bear co-management agreements with other jurisdictions.  
**Status:** *In progress. Initial discussions have occurred with NWT, Manitoba and Ontario and preliminary drafts have been developed with these jurisdictions. Further involvement is required from Quebec, Newfoundland and Labrador, and Parks Canada. Preliminary work has been completed to support Canada in pre-negotiation discussions for a Greenland-Canada polar bear management agreement.*
- Finalize Peary Caribou research reports and management plans.  
**Status:** *In progress. The final report on the long term Peary Caribou survey has been completed. DOE staff is currently working with NWMB staff to revise the Management Plans.*
- Finalize a bilateral *Species at Risk Act* agreement with Canada.  
**Status:** *In progress. The draft agreement is currently being reviewed by Environment Canada. Once the federal legal review is complete, the agreement will be ready for signature.*
- Consolidate and analyze Polar Bear harvest information and insure the on-going dissemination of future harvest information.  
**Status:** *On-going. The annual harvest report was produced in a timely manner and information has been submitted to co-management partners.*

- Improve data management, tracking and reporting systems.

**Status:** *In progress. Development of a new database and archive system for research projects is underway. This will enhance accessibility of research information, both for regional staff and the public.*

### Priorities (2008-09)

- Complete polar bear co-management agreements with other jurisdictions.
- Establish polar bear deterrent programs in priority/high risk communities and a polar bear safety program for Katannilik Park.
- Complete our bilateral agreements and meet our national obligations under the federal *Species at Risk Act*.
- Complete and implement caribou management strategy.
- Enhance grizzly bear and wolverine research to obtain necessary data to make informed co-management decisions.

## Environmental Protection

Protecting Nunavut's environment is a complex task that requires vigilance and the cooperation of Nunavummiut, scientific experts, industry and government. The Environmental Protection division delivers a range of regulatory and operational program functions, including a number of commitments under the NLCA. The division administers the *Environmental Protection Act*, recognizing that all sectors of society must share the responsibility as stewards of the environment.

Environmental Protection is responsible for ensuring that Nunavut's environment is protected, promoted and enhanced, while encouraging responsible development through input and direction into various permit applications.

### Objectives

- Enforcement of 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.
- Provide input and direction to industry, government and the public through environmental assessment review processes and land use planning initiatives in order to minimize impacts to the environment.
- Provide expert advice and participate in the development of environmental legislation.
- Develop programs and policies to help Nunavut address climate change issues.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Environmental Operations</b>		1,464	974	574	174

Environmental Operations is responsible for developing and guiding the department's environmental programs which include Pollution Control, Environmental Assessment and Land Use, and Climate Change.

<b>Pollution Control</b>	547	<b>547</b>	547	547
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Pollution Control section administers statutory duties and manages environmental protection programs. Staff survey, monitor and inspect air, water and soil to ensure compliance with the *Environmental Protection Act* and provides direction on solid, hazardous and industrial materials.

<b>Environmental Assessment and Land Use</b>	257	<b>257</b>	257	257
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Environmental Assessment and Land Use section provides recommendations to environmental assessments, water licensing, and land use planning, that ensure protection of the environment. It also directs the development of resource management legislation and monitors environmental activities for consistency with the NLCA.

<b>Climate Change</b>	128	<b>128</b>	128	128
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This unit develops policies and programs; recommends and participates in scientific research; and coordinates government responses to climate change its impacts and adaptation. It also promotes greenhouse gas reduction through input into energy management.

<b>Total, Environmental Protection</b>	<b>2,396</b>	<b>1,906</b>	<b>1,506</b>	<b>1,106</b>
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**Priorities (2007-08)**

- Develop a climate change adaptation plan and website as part of the implementation of the Nunavut Climate Change Strategy.  
**Status:** *In progress. Adaptation research has begun in the pilot communities of Clyde River, Hall Beach and Iqaluit. Climate Change Centre and website development are underway.*
- Develop and implement strategies to deal with solid and hazardous waste such as used vehicles, recyclables, waste oil, spills and household hazardous waste.  
**Status:** *On-going. Working with the Departments of Community and Government Services and Economic Development and Transportation to develop a management strategy and implementation plan for end-of-life vehicles. Beverage container recycling pilot projects undertaken in Rankin Inlet and Iqaluit.*
- Work with Department of Finance to address the Office of the Auditor General's environmental recommendations.  
**Status:** *On-going. DOE continues to cooperate with other GN departments to gather information about existing and potential GN environmental liabilities. DOE is presently carrying out a survey of contaminated sites on Commissioner's Lands; Kivalliq and Kitikmeot regions have been completed.*
- 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.  
**Status:** *In progress. DOE continues to work as part of the GN delegation developing the legislation. The Minister for INAC has requested finalized legislation by June 2008.*
- Work with other GN departments on the development of an internal GN Environmental Assessment review processes.  
**Status:** *DOE is an active participant in GN responses to environment, economy and land use issues.*

- Assist Nunavut Hudson Bay Interagency Working Group (NTK) in developing a community based monitoring initiative to better understand the James/Hudson Bay ecosystem.  
**Status:** *On-going. In response to environmental concerns over hydro-development in the Hudson Bay, NTK has been working on a community based monitoring program. DOE has supported NTK in lobbying for federal support.*
- Assist NTK in planning an international conference in 2009 for discussion of environmental issues associated with the Hudson Bay.  
**Status:** *In progress. DOE has supported an NTK proposal for a Hudson Bay Summit. Information packages have been prepared and circulated.*

### **Priorities (2008-09):**

- Complete Nunavut Climate Change Adaptation Plan.
- Ensure Climate Change Centre is operational.
- Establish and implement fuel tank inspection program.
- Improve support for municipal waste management, including specialized training for landfill operators.
- Continue working with CGS and ED&T to develop a solid waste management plan for Nunavut which includes recycling.
- Provide GN input into regulation development for the *Nunavut Waters and Nunavut Surface Rights Tribunal Act*.
- Work with GN departments, INAC, Nunavut Tunngavik Inc. (NTI) and Nunavut Planning Commission to re-establish land use planning in the territory once obligations under NLCA Article 11.4.1(a) are completed.
- In conjunction with the Department of Executive and Intergovernmental Affairs, INAC, NTI and Nunavut Planning Commission work towards development and implementation of the Nunavut General Monitoring Plan.

## **Parks and Special Places**

The Parks and Special Places division is responsible for planning, establishment, management, operation and promotion of *Mirnguiqsirviit* – Nunavut's territorial parks and special places.

Nunavut's parks and special places are important destinations and attractions for Nunavummiut and our visitors. They showcase our rich natural and cultural heritage locally, regionally, nationally and internationally; strengthen and support local Inuit cultures and communities through promotion and development of land-based activities; and stimulate pursuit of traditional activities through *Inuit Qaujimagangit*.

Parks and Special Places, through the Umbrella Inuit Impact and Benefits Agreement (IIBA) for Territorial Parks and the NLCA, 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)	2007-08	2008-09	2009-10	2010-11
<b>Program Development</b>		361	<b>361</b>	361	361
Program Development is responsible for the development of a Park and Special Places program and system plan; legislation, regulations and policy development; communications and promotion using the 'Katjaqnaaq' brand; advising on park feasibility, planning and management, and coordinating divisional research needs. The line also contributes to conservation and sustainable land management through its roles in land use planning, development review, community stewardship programs.					
<b>Operations and Planning</b>		718	<b>798</b>	798	798
Operations and Planning is responsible for the division's asset and equipment planning, park operations, and visitor services at territorial parks, campgrounds, trails, visitor and interpretive centers and heritage rivers.					
<b>Geospatial Information and Land Tenure</b>		130	<b>130</b>	130	130
Geospatial Information and Land Tenure is responsible for the development, implementation, management and operation of the division's Geographic Information System (GIS); maintaining accurate land tenure and descriptions for parks and special places; 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>1,289</b>	<b>1,289</b>	<b>1,289</b>

## Priorities (2007-08)

- Develop and complete a park program.  
**Status:** *Ongoing. The development of a new Nunavut Parks Program is to be completed though a Joint Management Committee in keeping with the Territorial Parks Umbrella IIBA, which is awaiting implementation funding. However, in the absence of funding, we are drafting discussion papers and laying groundwork to guide the development of the park program once funding is approved.*
- Develop a heritage appreciation strategy for parks.  
**Status:** *Phase 1 completed. Nunavut Parks developed "Katjaqnaaq", a new brand and produced a variety of interpretive and marketing materials and signage.*



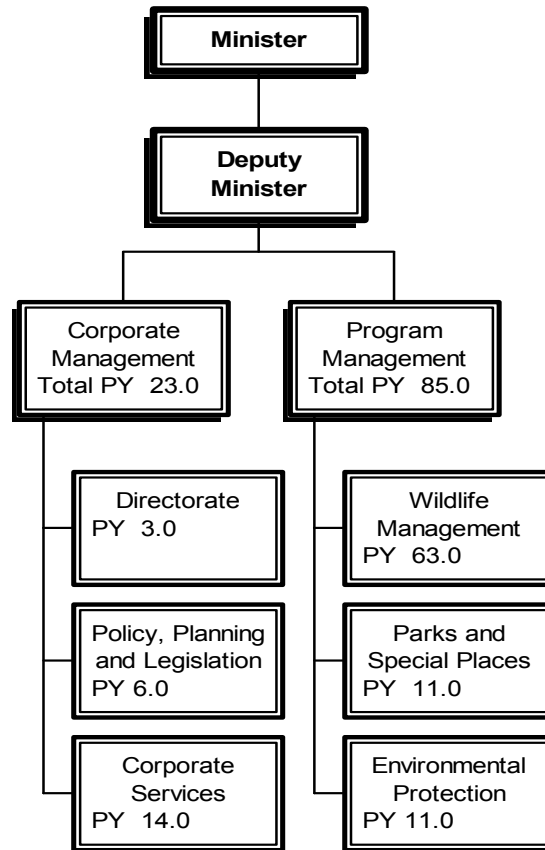
- Complete negotiations of the Territorial Parks IIBA appendices.  
**Status:** *In progress. The department is currently negotiating Park Specific Appendices (PSAs), and has completed a detailed Discussion Paper and drafted PSAs for the Kivalliq Region. Negotiations on PSAs for the Qikiqtani and Kitikmeot Region will follow in 2008.*
- Together with Department of Executive and Intergovernmental Affairs, finalize negotiations for IIBA implementation funding.  
**Status:** *Ongoing. Negotiations have reached an impasse. It is not expected negotiations will resume until the NTI Statement of Claim against Canada is resolved.*
- Complete Geo-data base and consolidate all data.  
**Status:** *In progress. Nunavut Parks and GN Informatics are working with a consultant on a two year implementation of the DOE geo-database.*
- Finalize outstanding land transfer process.  
**Status:** *In progress. Park descriptions have been completed for all Territorial Parks. Applications for land transfer have been initiated in keeping with INAC procedures and Order-In-Council requirements, including mineral assessments, which are being negotiated with INAC and the Canada-Nunavut Geoscience Office.*

#### **Priorities (2008-09)**

- Develop and begin implementation of a consultation strategy to inform the development of a new Nunavut Parks and Special Places Program and legislation, and to guide park planning and development in keeping with the IIBA/NLCA.
- Complete the development of Geo-database Project to facilitate the collection, interpretation and analyses of land information and park inventories.
- Complete planning processes for proposed territorial park in Clyde River.
- Complete planning processes for proposed territorial park in Kugaaruk.
- Develop and implement Park Operations Framework including Emergency Response Plan for territorial parks.
- Complete restoration/reconstruction of Scottish whaling station at Kekerten Territorial Park.
- Complete Phase 2 of a heritage appreciation strategy which would respond to NLCA/IIBA obligations and program needs related to promotion and awareness.
- Redesign and produce Territorial Park Guidebooks for Territorial Parks and Special Places in Nunavut.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	105.0
Vote 4/5 PYs	3.0
Revolving Fund PYs	–
<b>Total PYs</b>	<b>108.0</b>

## **Departmental Roles**

### **Corporate Management**

Corporate Management is carried out by the Directorate, the Policy, Planning and Legislation division, and the Corporate Services division. The Corporate Management branch is responsible for the overall management and direction of the department, including leadership, the integration and coordination of policy, legislation development, planning functions, financial services, business plan development, human resources, and staff development and training.

### **Program Management**

The Program Management branch is responsible for the development and delivery of programs in areas of land, wildlife and resource management and parks and environmental protection. This support is available to people, stakeholder organizations and the private sector.

The branch's three divisions: Parks and Special Places, Environmental Protection, and Wildlife Management, are responsible for supporting the core functions of the government through research, policy and legislation development, regulatory process, strategic planning, financial management, communications, incorporation of IQ, program evaluation, and support to the Deputy Minister and Minister.

## Financial Summary

Branch	2007 – 2008 Main Estimates		2008 – 2009 Main Estimates		2009 - 2010 Planned		2010 - 2011 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>CORPORATE MANAGEMENT</b>								
Salary	2,552	24.0	2,449	23.0	2,449	23.0	2,449	23.0
Grants & Contributions	-		-		-		-	
Other O&M	974		931		931		931	
<b>Subtotal</b>	<b>3,526</b>		<b>3,380</b>		<b>3,380</b>		<b>3,380</b>	
<b>PROGRAM DEVELOPMENT AND DELIVERY</b>								
Salary	8,143	80.0	8,280	85.0	8,280	85.0	8,055	85.0
Grants & Contributions	946		946		946		946	
Other O&M	4,646		3,520		3,120		2,945	
<b>Subtotal</b>	<b>13,735</b>		<b>12,746</b>		<b>12,346</b>		<b>11,946</b>	
<b>TOTAL</b>	<b>17,261</b>	<b>104.0</b>	<b>16,126</b>	<b>108.0</b>	<b>15,726</b>	<b>108.0</b>	<b>15,326</b>	<b>108.0</b>

## **Glossary of Acronyms Used**

<b>CHAP</b>	Community Harvesters Assistance Program
<b>DOE</b>	Department of Environment
<b>GN</b>	Government of Nunavut
<b>HTO</b>	Hunters and Trappers Organization
<b>IIBA</b>	Inuit Impact and Benefit Agreement
<b>IEP</b>	Inuit Employment Plan
<b>INAC</b>	Indian and Northern Affairs Canada
<b>NLCA</b>	Nunavut Land Claims Agreement
<b>NTI</b>	Nunavut Tunngavik Inc.
<b>NWMB</b>	Nunavut Wildlife Management Board

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**Department of  
Community  
and Government  
Services**

**Business  
Plan**

**2008-2009**

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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 Qaujimagatuqangit* (IQ) is the context in which we develop an open and responsive department, incorporating traditional activities and values in our programs and services;
- Partnering with community governments and stakeholders is the basis 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 work plans 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.
- Provide assistance on project design and project management for capital construction related to:
  - Care facilities for elders; and
  - Healing centres / correction facilities.
- Explore the repatriation of used vehicles:
  - Our work on solid waste sites is taking this issue into consideration.
- Supporting home ownership:
  - Our work on simplifying land review and registry will contribute to this.

### Pijarnirniqsat Katujjiqatigiittiarnirlu: Simplicity and Unity

- Simplify funding to communities
  - The new and greatly simplified Municipal Funding program was introduced in 2005 along with \$4 million of additional O&M funding.
  - We have completed the work on the new water and sewer funding program following pilots in several communities. The pilot project was completed on March 31, 2007. The final report is being completed and will be presented with recommendations to the legislature.
  - 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 Prevention Act* amendments have been adopted by the Legislative Assembly and received royal assent in June 2006.

- 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; and
  - 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 through *department Inuit Employment Plan, 2005-2010*. 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, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>332</b>		<b>345</b>	
Total Filled Positions	266	80	275	80
Total Vacancies	66	20	70	20
Total Beneficiaries	117	44	111	40
<b>Total Executive Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Executive Positions	3	100	3	100
Total Vacant Executive Positions	-	-	-	-
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	16	100
Total Vacant Senior Management Positions	-	-	-	-
Total Beneficiaries in Senior Management Positions	8	50	6	38
<b>Total Middle Management Positions</b>	<b>52</b>		<b>54</b>	
Total Filled Middle Management Positions	38	73	42	78
Total Vacant Middle Management Positions	14	27	12	22
Total Beneficiaries in Middle Management Positions	9	24	8	19
<b>Total Professional Positions</b>	<b>80</b>		<b>82</b>	

Inuit Employment Representation	As of March 31, 2007		Target for 2008-2009	
	Number #	Capacity %	Number #	Capacity %
Total Filled Professional Positions	69	86	62	76
Total Vacant Professional Positions	11	14	20	24
Total Beneficiaries in Professional Positions	19	28	12	19
<b>Total Paraprofessional Positions</b>	<b>134</b>		<b>152</b>	
Total Filled Paraprofessional Positions	97	72	116	76
Total Vacant Paraprofessional Positions	37	28	36	24
Total Beneficiaries in Paraprofessional Positions	44	45	52	45
<b>Total Administrative Support Positions</b>	<b>47</b>		<b>38</b>	
Total Filled Administrative Support Positions	43	91	36	95
Total Vacant Administrative Support Positions	4	9	2	5
Total Beneficiaries in Administrative Support Positions	36	84	32	89

## 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 the creation 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/Sivuliuqtiksat 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 five positions as an internal Internship in our regional and HQ offices. CGS has also graduated three internal interns to permanent positions as well as currently having two internally funded apprenticeships in Iqaluit in procurement.

The department is also taking some direct action to assist in addressing the need for more beneficiaries in professional positions. We are also identifying opportunities for on-the-job training and mentoring of existing staff. Another program that is fully funded by CGS is the Informatics Technical Diploma Programs though Nunavut Arctic College in Iqaluit with 15 seats. We are also providing annual bursaries to high achieving students studying in areas for which there is high need for staff. This is to encourage students to stay in school to completion. To assist in coordinating these training related initiatives, CGS created a department Training Committee in fiscal 2005-06. This committee has been responsible for the development of an internal training program for the department. This has been achieved by a prioritization of departmental needs in conjunction with training programs available.



## ENVIRONMENTAL SCAN

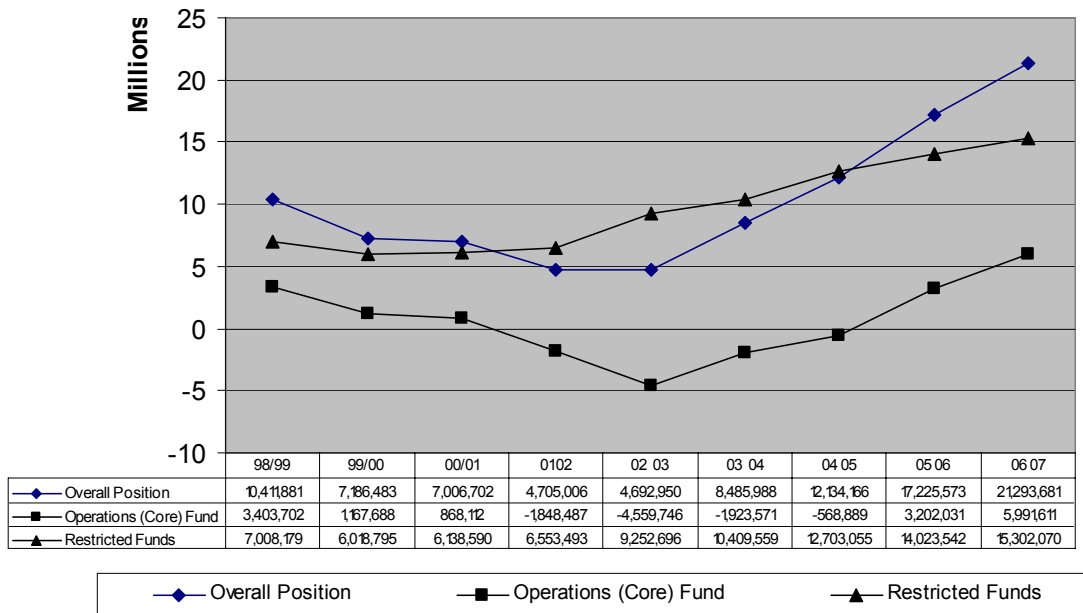
There are several unique social, political, physical and economic issues and conditions that influence the delivery of programs and services by the Department of Community and Government Services. CGS monitors trends, patterns and issues to ensure that programs and services are responsive, efficient and effective. Some of the major trends and patterns the department is responding to are described below.

### Continuing Improvement and Stability

In 2006-07, the overall financial position of municipalities improved for the fourth year in a row. While restricted funds continued to grow, as municipalities created security by building their reserves, 2006-07 showed the best result for unrestricted funds as a percentage of overall position since 1998-99. Through increased monitoring and support from CGS, and by controlling expenditures over the past several years, municipalities have more flexibility in programming and have begun to create a position of relative security from the boom and bust cycle of previous years.

The efforts of the past several years have proven their value by softening the impact of operating deficits in several municipalities. While there was again an overall improvement in the number of municipalities with positive positions, some municipalities suffered from losses, many of which occurred during turnover in their Senior Administrative Officer positions. Some communities managed the transition more easily than others – in one case there was an obvious connection between the staff's high training participation rates as a result of the support of the previous Senior Administrative Officer.

Figure 1 Municipal Funding and Financial Position



It remains critically important that municipalities ensure their staff participates in the training offered through the Municipal Training Organization and that the MTO continues to be supported by CGS and their other funding partners.

## Nunavut Operating Environment ~ Statistical Profile of Municipalities

Municipality	Population July 1, 2006	Mean Temp (Celsius)		Roads (km)	Total Operating Expenditures (In millions) 06-07	Median Household Income 2000*	Population Statistics	
		July	Jan.				0 to 19 years old 2006	Real Unemployment Rate (2001)**
Arctic Bay	690	H 7.4 L 2.5	H -26.1 L -32.1	7.3 (+32)	3.5	41,472	335	26.4
Arviat	2,060	H 14.9 L 5.9	H -28.3 L -35.5	20.65	7	36,864	1,055	41.0
Baker Lake	1,728	H 16.7 L 6	H -28.7 L -35.8	22.16	6.3	30,720	815	25.5
Cambridge Bay	1,477	H 13.8 L 5.6	H -26.4 L -33.8	19.5	7.6	51,456	590	17.5
Cape Dorset	1,236	H 11.2 L 3.5	H -21.7 L -28.3	20.8	12.2	36,480	575	28.1
Chesterfield Inlet	332	H 14.9 L 5.9	H -28.3 L -35.5	12	3.2	40,192	150	29.3
Clyde River	820	H 8.2 L 0.6	H -24.2 L -31.9	8.5	3.9	44,160	395	26.7
Coral Harbour	769	H 13.9 L 4.6	H -25.8 L -34.1	21.8	4.3	32,512	400	19.3
Gjoa Haven	1,064	H 13.8 L 5.6	H -26.4 L -33.8	14	5.6	31,968	540	41.6
Grise Fiord	141	H 7.1 L 1.4	H -28.8 L -35.9	3.4	2.3		70	19.6
Hall Beach	654	H 9.4 L 2.8	H -27.8 L -35.7	5.1	3.4	34,688	330	37.3
Igloolik	1,538	H 10.7 L 3.3	H -27.2 L -34.2	10.1	4.9	35,904	800	35.4
Iqaluit	6,184	H 11.6 L 3.7	H -22.5 L -30.6	23		69,650	2,065	9.8
Kimmirut	411	H 11.6 L 3.7	H -22.5 L -30.6	8.2	2.6	42,496	180	20.3
Kugaaruk	668	H 9.7 L 2.9	H -29.7 L -35.6	5	7.7	47,488	385	19.7
Kugluktuk	1,302	H 13.8 L 5.6	H -26.4 L -33.8	17	6	39,552	545	28.5
Pangnirtung	1,325	H 11.6 L 3.7	H -22.5 L -30.6	14.3	7.2	35,968	615	31.1
Pond Inlet	1,315	H 9.8 L 2.1	H -28.8 L -35.9	13	5.4	41,632	645	31.8
Qikiqtarjuaq	473	H 8.2 L 0.6	H -24.2 L -31.9	7.86	2.9	30,114	195	46.8
Rankin Inlet	2,358	H 14.9 L 5.9	H -28.3 L -35.5	23.44	6.2	54,997	1,030	16.2
Repulse Bay	748	H 9.7 L 2.9	H -29.7 L -35.6	10.8	4.2	39,168	385	32.3
Resolute Bay	229	H 7.1 L 1.4	H -28.8 L -35.9	15	2.7		105	6.9
Sanikiluaq	744			9	3.7	37,696	370	41.5
Taloyoak	809	H 11.5 L 3.2	H -29.7 L -39.3	11	8.6	36,096	410	29.3
Whale Cove	353	H 14.9 L 5.9	H -28.3 L -35.5	13	2.9	30,320	185	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 had not 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.

Gas Tax Fund (GTF), Public Transit Fund (PTF), Canada Strategic Infrastructure Fund (CSIF), Municipal Rural Infrastructure Fund (MRIF) and the Infrastructure Canada Program (ICP) were signed with the Government of Canada which have considerably increased infrastructure funding available to all municipalities. Additional programs such as the Building Canada Fund are also expected to enhance infrastructure development and renewal in future years.

The department recognizes that the workload for existing employees to manage, properly administer and report on all the new program funding and associated construction projects will increase and is continuing to make efforts to address government's obligations and requirements relative to these programs.

Priority setting for the use of this funding presents a significant challenge, particularly to ensure consultation and collaboration with municipal governments. 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 record high prices and pricing volatility of crude oil on the world market, costs for the purchase of fuel for distribution in Nunavut increased dramatically in recent years.

For the past number of years the world price of oil has been very unstable. This is due in part to natural disasters, war and conflict in oil producing countries, high demand in Asia and low inventories in North America. As a result, the Petroleum Products division is facing sustained high product costs, which have impacted on retail pricing levels.

## **Acquisition of Goods and Services**

There continue to be many challenges related to procurement and contracting 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 routinely bidding on GN contracts restricts the viability of tender and request for proposal (RFP) processes.

The procurement section continues to evolve and 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.

Improvements to the procurement and contracting practices of government include enhanced transparency for clients and external stakeholders, the achievement of stability of services for

clients and meeting client expectations, implementation of the on-line General Contract Registry, timely annual reporting including the Contract Activity Report and the Procurement Activity Report. Training of user departments on the use of available electronic tools is a necessity that will allow departments to take full advantage of the new technology. Enhanced levels of client support services for managing and leading request for proposals for all departments across Government. Developed and published an external report entitled "How to Do Business with the Government of Nunavut" to assist private sector small businesses interested in doing business with government.

## **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 fourth 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 and airbrake for municipal drivers and firefighting training for Nunavut's municipal fire departments.

The MTO now delivers sustained levels of community based training so that approximately 800 Nunavummiut receive training annually. The Business Plan, Annual Performance Reports and regular Progress Reports are made available to interested parties upon request.

## **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. Municipal insurance premiums tripled immediately following 9/11 and have continued to escalate in the ensuing years due to rising claims stemming from man-made and natural disasters. Maintaining affordable fire insurance has become a major issue for Nunavut communities.

The Nunavut Association of Municipalities Insurance Program was created in 2003 and 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 continues to be on enhanced training opportunities, updating of community fire fighting equipment, and increasing public awareness.

## 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 not to attempt more than can realistically be accomplished.
- Our success in delivering on *Pinasuaqtavut* depends on having sufficient staff, sufficient time and adequate financial resources. A shortage of any of the following: staff, adequate time, or financial resources impacts the ability to meet goals and objectives.
- The Conference Board of Canada predicts the challenge facing governments regarding finding, keeping, motivating, and developing people with the needed skills in an increasingly competitive race for talent will become more and more difficult. In effect, the Board states that recruitment and retention is a daunting challenge and if public Government hopes to provide high quality and meaningful programs and services; it will depend in large part on its ability to recruit, develop and retain employees with the specialized skill sets it requires. Many of the positions within the department require specialized professional, paraprofessional and technical skills sets.
- The recruitment and retention 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 supports decentralization and the need to provide economic opportunities to small communities through government jobs. However, due in large part to our vast geography, 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, decentralized structure 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 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.
- Three years of high oil prices have resulted in increased costs to the territorial and community governments. This impacts not only on the costs to government but also directly on the business sector through higher fuel and utility costs. Government has moderated the increasing costs through subsidies which have helped to keep the price increases lower than they might otherwise have been.

## CORE BUSINESS

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

	Budget (\$000)			
	2007-08	2008-09	2009-10	2010-11
Advisory and Administrative Services	7,647	<b>7,836</b>	7,836	7,836
Community Support Services	8,116	<b>8,283</b>	8,283	8,283
Government Services	58,026	<b>63,067</b>	64,158	66,705
Municipal Transfer Payments	45,132	<b>46,568</b>	46,568	46,568
Protection Services	5,386	<b>5,394</b>	5,394	5,394
Capital Planning and Technical Services	21,934	<b>24,140</b>	24,261	24,544
Petroleum Products *	-	-	-	-
<b>TOTAL</b>	<b>146,241</b>	<b>155,288</b>	<b>156,500</b>	<b>159,330</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)	2007-08	2008-09	2009-10	2010-11
<b>Directorate</b>		1,275	<b>1,423</b>	1,423	1,423
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 and Procedures</b>		595	<b>584</b>	584	584
Provides policy and legislative support for the senior managers and Minister.					
<b>Corporate Services</b>		3,410	<b>3,434</b>	3,434	3,434
Provides financial management, accounting and administrative services for the department.					
<b>Regional Offices</b>		1,588	<b>1,614</b>	1,614	1,614
Coordinates program and service delivery to communities through regional offices.					
<b>Support Services</b>		779	<b>781</b>	781	781
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>7,836</b>	<b>7,836</b>	<b>7,836</b>

**Priorities (2007-08)**

- Complete amendments to the *Local Authorities Election Act* and the *Civil Emergency Act*.  
**Status:** *The Local Authorities Elections Act is now waiting for second review by the Standing Committee. Minister appeared before the Standing Committee on June 6, 2007. The Civil Emergency Measures Act will be introduced in the fall 2007 session.*
- Undertake legislative review of *Consumer Protection Act, Lotteries, Act, and Conflict of Interest Act*.  
**Status:** *The legislative review of the Consumer Protection Act has been delayed. The review of 'best practices' is underway for the Lotteries Regulations. During the Spring 2007 legislative session the minister made a commitment to conduct formal consultations for future amendments to the regulations during the Committee of the Whole.*

**Priorities (2008-09)**

- Continue the review of the Lotteries Regulations and set up a formal consultation plan with the stakeholders.
- Undertake legislative review of the *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>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Community Development</b>		3,143	<b>3,164</b>	3,164	3,164
Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.					
<b>Municipal Training Grant</b>		170	<b>170</b>	170	170
Facilitates the development and deliverance of municipal training initiatives in Nunavut.					
<b>Community Development Fund</b>		1,050	<b>1,120</b>	1,120	1,120
Supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.					

<b>Community Planning and Lands</b>	2,971	<b>3,039</b>	3,039	3,039
Provides community planning, mapping, property assessments and land administration services. Support communities in developing Community Sustainability Plans.				
<b>Technical Professional Studies Program</b>	45	<b>45</b>	45	45
Provides bursaries to students enrolled in post-secondary technical studies in the fields of Engineering, Informatics, Community Planning, Business Studies, College Programs of Fire Fighting, Training and Prevention, and Land Administration.				
<b>Senior Citizen and Disabled Persons Tax Relief</b>	40	<b>40</b>	40	40
Provides tax relief for senior citizens and disabled persons residing within municipal tax authorities.				
<b>Nunavut Association of Municipalities</b>	135	<b>135</b>	135	135
Financially assists the association representing Nunavut municipalities.				
<b>Nunavut Leader's Forum Funding</b>	100	<b>100</b>	100	100
Facilitates community leadership meetings in Nunavut.				
<b>Community Asset Protection Program</b>	200	<b>200</b>	200	200
Provides a contribution for the Municipal Insurance Exchange to offset incremental costs associated with municipal insurance coverage and to implement loss control program initiatives with focus on such critical areas as fire training and fire prevention.				
<b>Consumer Affairs</b>	262	<b>270</b>	270	270
Provides consumer protection services and lottery and business licensing.				
<b>Total, Community Support Services</b>	<b>8,116</b>	<b>8,283</b>	<b>8,283</b>	<b>8,283</b>

#### Priorities (2007-08)

- Continuation of Water and Sewage Pilot Project roll out to additional participating communities.  
**Status:** *The Water and Sewage Pilot Project will continue for the established participating communities to be fully evaluated; consistent with community demand we may see additional municipalities added to the pilot project to gain more represented hamlet insights.*
- Complete the Municipal Taxing Model for consideration.  
**Status:** *Project analysis, review and development are ongoing. We have researched other jurisdictions with remote aboriginal regions and have now gathered an expanded data base of options that is being utilized to build the Nunavut Taxing Program (NTP). A made in Nunavut taxing model with due consideration of Nunavut specific issues suitable for consideration is expected to be completed in 2008-09.*
- Establish a Granular program.  
**Status:** *We have met with and consulted with communities, departments, and other levels of government to more accurately determine future aggregate needs. We have examined various equipment and crushing program options and are considering the requirements and costs associated with necessary training and options implementation. The program methodology is in the draft stage; it is expected to be able to be made available for consideration next year.*



- Continue the work of the Nunavut Community Infrastructure Advisory Committee.  
**Status:** *Ongoing. We are continuing to advance projects and consult with communities for further funding project profiles.*

### Priorities (2008-09)

- The department supports Community and Local Government efforts to advance the Inuit Language and will continue to work with CLEY and communities to determine how best we may assist to support use of Inuit language in community life, delivery of services and local governance.
- Work with our federal and territorial partners to identify infrastructure solutions for Nunavut's communities many infrastructure needs through existing infrastructure agreements.
- Actively work with Government of Canada to advance Nunavut's Building Canada program.

## 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.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Telephone Systems (Voice and Video)</b>		4,142	<b>4,542</b>	4,542	4,542
Provides the Government of Nunavut with telephone communication services including installation, maintenance, support and administration of telephone, facsimile transmission, and video conferencing services.					
<b>Information Planning and Services</b>		15,091	<b>14,962</b>	14,962	14,962
Provides the Government of Nunavut with information planning and architecture including information policies, standards, controlled vocabulary (meta-data), reference models, and schemas. Provides systems development, operations and support for computer hardware and software applications aligned with that architecture.					
<b>Property Services</b>		11,625	<b>11,744</b>	11,744	11,744
Manages GN Office space, administers leases and is responsible for disposal of real property assets.					
<b>Utilities Management</b>		25,332	<b>29,213</b>	30,304	32,851
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.					
<b>Procurement, Contract Support, and Logistics Services</b>		1,480	<b>2,243</b>	2,243	2,243
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	<b>363</b>	363	363
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>63,067</b>	<b>64,158</b>	<b>66,705</b>

**Priorities (2007-08)**

- Begin the 5 year implementation of the new master Telecommunications Strategy.  
**Status:** *The strategy is complete.*
- 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.  
**Status:** *Project initiation has been delayed due to staffing recruitment and retention challenges.*
- Review and improve the Government's informatics planning processes such that the procedures for planning and development of major informatics systems provide similar financial and project management controls and accountability as the Capital Planning process.  
**Status:** *Project initiation has been delayed due to staffing recruitment and retention challenges.*
- 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.  
**Status:** *Roll-out of the CRDB is completed. Roll-out of the Electronic Purchasing System is ongoing; we have completed communities of Cape Dorset, Igloolik, Kugluktuk, Pangnirtung, Pond Inlet, , and partially completed Iqaluit and Rankin Inlet. Roll-out to Arviat, Baker Lake, and Cambridge Bay scheduled to be completed by end of fiscal year. Additional training opportunities are to be scheduled ongoing. Electronic issuance and receipt of tender and proposal documents is presently delayed and is dependant on the NNI secretariat web tools being completed.*
- 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 and packaging as well as transportation service enhancements for sealift services to the Kivalliq.  
**Status:** *Alternate Dispute Resolution System is being developed and once the Sealift Season for 2007 has been completed, this project will move ahead. Currently at approximately 80% complete. The Cost / Benefit study of containerization services is completed; review and analysis by the GN partners will take place during early 2008-09. The*

*review of Marshaling and Packaging for sealift services in the Kivalliq is completed. The 2007 sealift season saw the movement of freight through the Winnipeg / Port of Churchill Corridor via CN. This year was the first of many to come. There were fewer reported incidents in the 2007 sealift year. Anticipate that the volume of freight will grow in upcoming years.*

- 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.

**Status:** *Established a working group to review existing GN policy framework with regards to a Materiel Management system that governs the life cycle of GN non-fixed assets (Phase I). Reviewed current revolving stock operations, including examining and testing modern Warehouse Management System software and technology. Formed a working group to facilitate the formatting of generic pre-printed forms stocked in CGS Revolving Stock into electronic formatted versions for distribution via GN Intranet to Departments (partially complete).*

### **Priorities (2008-09)**

- Continue the 5 year implementation of the GN Telecommunications Strategy; develop timeline to review the feasibility of integrating this strategy with strengthening financial management.
- Issue public request for proposals for the expiring leases of commercial space as appropriate and in accordance with the newly established Leasing of Real Commercial Property Policy.
- Develop a companion Information Management Strategy for GN records and files 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.
- Complete updated office space standards suitable for consideration by Government.
- Investigate and undertake an open-market feasibility study as outlined in the Annual Re-supply Evaluation Report inclusive of a community and territory impact assessment as well as a cost benefit analysis.
- Complete needs assessment and planning document respecting commercial property requirements on a three year basis.

### **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)	2007-08	2008-09	2009-10	2010-11
<b>Municipal Funding Policy</b>		34,381	<b>34,381</b>	34,381	34,381
Allocates core funding that assists community governments to deliver municipal programs and services.					
<b>Water and Sewage Funding Program</b>		5,569	<b>6,300</b>	6,300	6,300
Provides funding to municipalities to offset the cost of water, the cost of water delivery and sewage removal services to local residents and ensures that communities provide a reasonable level of water delivery and sewage removal services.					
<b>Grant in Lieu of Taxes</b>		1,280	<b>1,700</b>	1,700	1,700
Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.					
<b>Community Transfer Initiative</b>		3,902	<b>4,187</b>	4,187	4,187
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>46,568</b>	<b>46,568</b>	<b>46,568</b>

#### Priorities (2007-08)

- Continuation of Water and Sewage Pilot Project roll out to additional participating communities.  
**Status:** *The pilot project is ongoing. The final report will be presented with recommendations legislature once all the participating community data is gathered and finalized.*

#### Priorities (2008-09)

- The Water and Sewage Pilot Project will continue for the established participating communities to be fully evaluated; consistent with community demand we may see additional municipalities added to the pilot project to gain more represented hamlet insights.

### 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.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Emergency Management Organization</b>		762	<b>764</b>	764	764
Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.					
<b>Search and Rescue</b>		500	<b>500</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	<b>54</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	<b>1,113</b>	1,113	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	<b>1,983</b>	1,983	1,983
Provides for implementation of the Nunavut Fire Protection Strategy.					
<b>Inspection Services</b>		973	<b>980</b>	980	980
Provides the private and public sectors with electrical, elevator, and boiler services, including plan reviews, on-site inspections, electrical and boiler code consultations and the enforcement of the relevant regulations and acts.					
<b>Total, Protection Services</b>		<b>5,386</b>	<b>5,394</b>	<b>5,394</b>	<b>5,394</b>

#### Priorities (2007-08)

- 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.  
**Status:** *A Nunavut Search and Rescue Society have been approved and the board of directors will be in place this year. New funding policy to be approved by board.*
- Safety Section to complete public consultation process for Technical Standards and Safety Act regulations, bring forward for cabinet/standing committee approval.  
**Status:** *Ongoing with Justice. Two drafts are done and will start public consultation this fall on the regulations completed.*
- Office of the Fire Marshal to develop options assessment including implementation costs for an enhanced fire alarm and security monitoring system.  
**Status:** *Notice to all fire alarm owners that they must have an approved monitoring company to meet the code.*
- EMO to work with and advise other departments and the communities on development of an emergency preparedness program.  
**Status:** *Work has started and will be ongoing for some time.*

**Priorities (2008-09)**

- Office of the Fire Marshal to assist in the development and provide for adoption by each community Fire Department standardized operating guidelines.
- Safety Section to work with Justice to complete the last two regulations under the Technical Standards and Safety Act. Regulations to go out for public consultation as soon as completed.
- Nunavut Emergency Management to initiate meetings with Municipalities and conduct Hazardous Index Risk Assessment review they assist in development of Emergency Management Plans for Municipalities.

**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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Capital Program</b>		2,075	<b>1,999</b>	1,999	1,999
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	<b>2,754</b>	2,754	2,754
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 regional project staff through the construction phase until completion.					
<b>Regional Project Management</b>		2,891	<b>3,183</b>	3,183	3,183
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	<b>16,204</b>	16,325	16,608
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>24,140</b>	<b>24,261</b>	<b>24,544</b>

### Priorities (2007-08)

- Coordinate with regional offices to ensure that required energy data is collected accurately and consistently using the maintenance management operating system software (MMOS) application in support of future energy retrofit projects.  
**Status:** *Recent reviews have shown improvement in the consistency and accuracy of data entry. MMOS system is being modified to improve performance and allow for the central storage of all maintenance and utility data.*
- 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.  
**Status:** *MOU has been drafted and will be implemented prior to the end of the fiscal year.*
- Continue to implement energy retrofit projects and complete low cost energy work where feasible.  
**Status:** *Energy Retrofit Contract documents have been completed and have been sent to Department of Finance for approval. Low cost work to be tendered once again this fall.*
- Review all "as and when" maintenance contracts with the objective of doing much of the standard preventative maintenance in house with our own staff.  
**Status:** *Preliminary study has been completed for Iqaluit indicating potential for cost savings but also shows a lack of available qualified trade labour.*

### Priorities (2008-09)

- Continue to implement energy retrofit projects on owned and leased buildings and complete low cost energy work in Iqaluit and the regions.
- Develop and implement a new Energy Code for retrofitting existing buildings that will ensure that they meet the 20% target for energy consumption reduction.
- Develop a "best practices section" for inclusion in the *Good Practices Energy Guide* and update the *Guide* to reflect today's energy prices and Nunavut's unique arctic environment.
- Reduce reliance upon as and when contracts by implementing a training plan in Iqaluit for Inuit Beneficiaries to obtain their 3rd class stationary engineer's designation with the objective of doing most of the building checks and preventive maintenance with own staff.
- Upgrade and implement MMOS program so that maintenance and utility data is collected and data base is developed for all GN buildings.
- Improve capital project management and delivery by reviewing practices and process, as well as soliciting feedback from the private sector through questionnaires and meetings. Investigate alternative project delivery approaches.
- Improve capacity to manage all of the capital projects including the incremental programming associated with existing and emerging third party infrastructure agreements and emerging third party agreements.
- Continue to modernize and streamline warehousing operations in regard to the control of non-fixed assets. Complete implementation of electronic formatting of revolving stock forms and distribute via GN Intranet.

## 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. Government 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 (2007-08)

- 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.

**Status:** *We are working closely with a licensed service provider and are developing a work plan and schedule to complete the inspections and training.*

- Implement the recommendations made by consultants to comply with the new regulations on Federal Tank Farm Storage Regulations.

**Status:** *Meetings were held with Environment Canada (EC) to discuss the issues of regulatory compliance. Communications confirmed that GN Facilities are compliant except for our resupply pipeline. Given the unique circumstances with our pipelines from the shore manifolds there remains ongoing discussion respecting regulatory compliance.*

- Explore a joint venture research initiative with major partners such as Alberta Research Council (**ARC**) and major refineries to seek solutions to the cold weather challenges that impact on fossil fuels.

**Status:** *Due to staffing challenges at PPD and ARC, this project has been deferred to 2008-09 fiscal year.*

- Re-assess our gasoline specification to determine whether high octane levels specified for Kivalliq and Baffin communities are necessary.

**Status:** *Due to staffing challenges at PPD and ARC, this project has been deferred to 2008-09 fiscal year.*

- Complete the re-organization plan of PPD.

**Status:** *Re-organization of PPD has been successfully implemented with positions in process of recruitment.*

### Priorities (2008-09)

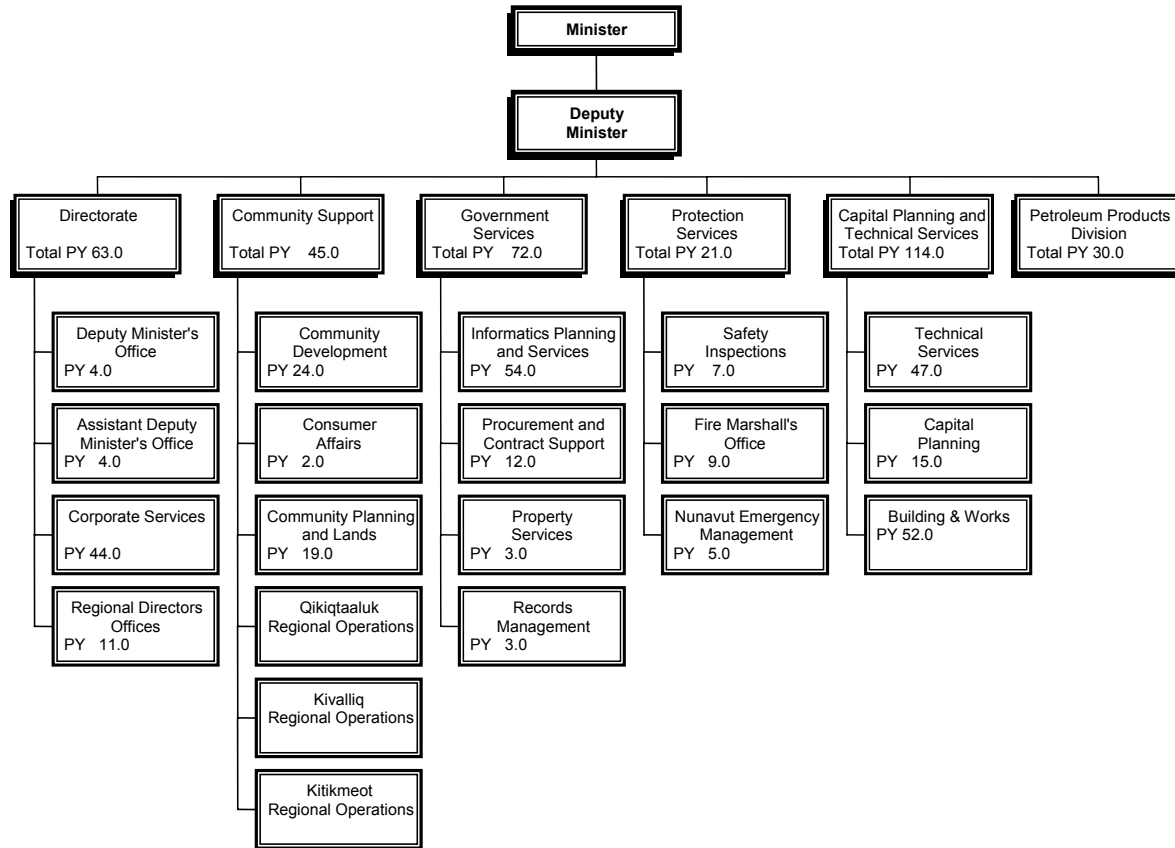
- Implement and complete the migration of PPD financial information system from existing system platform which is no longer to be supported by service provider to a Windows-based system.



- Assess with ARC the gasoline specification for the eastern and central arctic to determine whether high octane levels specified are necessary.

# APPENDIX I: Accounting Structure and Financial Summary

## Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	315.0
Vote 4/5 PYs	-
Revolving Fund PYs	30.0
<b>Total PYs</b>	<b>345.0</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		2008 – 2009 Main Estimates		2009 – 2010 Planned		2010 – 2011 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>								
Salary	6,262	61.0	<b>6,451</b>	<b>63.0</b>	6,451	63.0	6,451	63.0
Grants & Contributions	-		-		-		-	
Other O&M	1,385		<b>1,385</b>		1,385		1,385	
<b>Subtotal</b>	<b>7,647</b>		<b>7,836</b>		<b>7,836</b>		<b>7,836</b>	
<b>COMMUNITY SUPPORT AND OPERATIONS</b>								
Salary	4,579	45.0	<b>4,598</b>	<b>45.0</b>	4,598	45.0	4,598	45.0
Grants & Contributions	46,672		<b>48,178</b>		48,178		48,178	
Other O&M	1,997		<b>2,075</b>		2,075		2,075	
<b>Subtotal</b>	<b>53,248</b>		<b>54,851</b>		<b>54,851</b>		<b>54,851</b>	
<b>GOVERNMENT SERVICES</b>								
Salary	6,787	72.0	<b>6,895</b>	<b>72.0</b>	6,895	72.0	6,895	72.0
Grants & Contributions	-		<b>66</b>		-		-	
Other O&M	51,239		<b>56,106</b>		57,263		59,810	
<b>Subtotal</b>	<b>58,026</b>		<b>63,067</b>		<b>64,158</b>		<b>66,705</b>	
<b>PROTECTIVE SERVICES</b>								
Salary	2,124	21.0	<b>2,132</b>	<b>21.0</b>	2,132	21.0	2,132	21.0
Grants & Contributions	1,654		<b>1,654</b>		1,654		1,654	
Other O&M	1,608		<b>1,608</b>		1,608		1,608	
<b>Subtotal</b>	<b>5,386</b>		<b>5,394</b>		<b>5,394</b>		<b>5,394</b>	
<b>CAPITAL PLANNING AND TECHNICAL SERVICES</b>								
Salary	10,639	110.0	<b>10,939</b>	<b>114.0</b>	10,939	114.0	10,939	114.0
Grants & Contributions	-		-		-		-	
Other O&M	11,295		<b>13,201</b>		13,322		13,605	
<b>Subtotal</b>	<b>21,934</b>		<b>24,140</b>		<b>24,261</b>		<b>24,544</b>	
<b>PETROLEUM PRODUCTS</b>								
Salary	-	30.0	-	<b>30.0</b>	-	30.0	-	30.0
Grants & Contributions	-		-		-		-	
Other O&M	-		-		-		-	
<b>Subtotal</b>	-		-		-		-	
<b>TOTAL</b>	<b>146,241</b>	<b>339.0</b>	<b>155,288</b>	<b>345.0</b>	<b>156,500</b>	<b>345.0</b>	<b>159,330</b>	<b>345.0</b>

**Department of  
Economic Development  
and Transportation**

**Business  
Plan**

***2008-2009***

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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,” p. 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 and the demand for resources 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 and Transportation. The department must support the rich economic traditions and culture of 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 into 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, commercial harvesting, the fishery, sealing 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, community governments and community development organizations. All play important roles in economic development.

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 be shipped into the territory. Local businesses need access to reliable and efficient means of transporting goods and services within and from the territory. Major development projects depend on cost-effective supply lines and routes to world markets.

Improved transportation systems within Nunavut will allow greater access to local resources that may provide significant economic benefits. The development of community access roads, territorial roadways, and improved air and water transportation enables the development of marine, 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 programs, 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 delivery of medical services in Nunavut is dependent on our transportation system. The great distances between communities in the territory, and from our regional centres to major urban centres in southern Canada, separate our people from places where the specialized medical care they may need is available. Often local residents have to travel great distances to receive treatment. It is vital that our transportation modes are responsive to this critical need, and that the system not put additional strain on people-in-care and their families. One of the cornerstones of a successful economy is a happy and healthy populace; in Nunavut the transportation of people to ensure they receive adequate medical care is essential to maintaining a strong and vigorous citizenry.

The development of improved transportation systems within the territory responds to the great distances that 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**

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

## **Our Vision**

*A strong, diverse economy supported by a safe, effective transportation system.*

## **Our Principles and Values**

- Transparency and accountability to Nunavummiut.
- *Inuit Qaujimagatuqangit* 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: four in Iqaluit, one in Rankin Inlet, and one in Arviat.

### **Plans for 2008-09**

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* in the workplace. The department established an *Inuit Qaujimagatuqangita Isumaksaqsuiqtingit* 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:

- incorporating Inuit knowledge, culture, and values;
- recognizing the needs and goals of the community; and,
- 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, sealing, tourism, commercial harvesting 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 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 Government of Nunavut in the implementation of the *Nunavut Economic Development Strategy*. The department coordinates and monitors the implementation of the 13 "strategic priorities" by Government of Nunavut 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 Government of Nunavut departments and crown agencies to reduce the obstacles to starting and operating a business in Nunavut.

The department will continue to support Government of Nunavut initiatives on devolution.

### **Continuing Learning**

The department will support training in mining, the fishery, sealing, 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 54% across all occupational categories for the 2008-09 fiscal year-end. Currently about 50% 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, Senior 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 31, 2007		Target for 2008 - 2009	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>124</b>		<b>138</b>	
Total Filled Positions	109	88	133	97
Total Vacancies	15	12	5	4
Total Beneficiaries	55	50	72	54
<b>Total Executive Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Executive Positions	3	100	3	100
Total Vacant Executive Positions	-	-	-	-
Total Beneficiaries in Executive Positions	2	67	3	100
<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	-	-	-	-
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	-	-
Total Beneficiaries in Middle Management Positions	8	32	10	36
<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>55.5</b>	
Total Filled Paraprofessional Positions	46	87	53	96
Total Vacant Paraprofessional Positions	7	13	3.5	4
Total Beneficiaries in Paraprofessional Positions	28	61	30	54
<b>Total Administrative Support Positions</b>	<b>13</b>		<b>17</b>	
Total Filled Administrative Support Positions	12	92	17	100
Total Vacant Administrative Support Positions	1	8	-	-
Total Beneficiaries in Administrative Support Positions	9	75	17	100

## Departmental Inuit Employment Initiatives

### Government of Nunavut Initiatives

The department continues to participate in Government of Nunavut 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 *Inuit Qaujimajatuqangita Isumaksaqsuqtingit* committee.
- **Student Summer Employment Program**  
The department participates in the Government of Nunavut 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 Nunavut 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. Regular performance appraisals will be conducted on an employee's anniversary date. The department will conduct regular reviews and meetings to monitor progress in achieving employee goals. Managers and directors will receive training on the performance management process. Employee retention will be promoted through communication, employee appreciation events and *Inuit Qaujimagatuqangit* 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, depend 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, using the traditional 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, sealing, and the cultural industries. There are emerging opportunities in 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 uniquely dependent on air services, and as technology advances and the regulatory environment becomes more complex for this mode of transportation, economic growth is challenged.

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, in our schools, and in the financial and legal professions, are not native to Nunavut. While education and training proceeds in these fields, the territory depends on outside expertise. 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, marketing and export 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 that 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.

## **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 Nangminiqagtunik Ikajuuti (NNI) Policy**

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 Government of Nunavut.

## **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 1,700 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 as much of the current seismic data is dated.

The true picture of Nunavut's oil potential will only be revealed with the application of more modern exploration technology and further geotechnical work. 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 is a barrier to the development of commercial fisheries, mineral exploration and development, and the territory's tourism sector.

## **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, outside of our regional centres.

## **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 Government of Nunavut 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:

- *Inuit Qaujimaqatuqangit* is the foundation for the department's programs and services and determines the method for program delivery.
- Inuit employment objectives must be attained.
- A decentralized government model must be fully supported.
- There is increased public scrutiny of our response to economic opportunities.
- High transportation costs must be reduced while services are improved.
- New markets for Nunavut's products and services must be identified and efforts made to encourage individuals and businesses to enter these markets.
- Local human resource capacity issues limit economic growth in the territory and must be addressed through education and skills development and the promotion and support of local entrepreneurship.
- To succeed, our development activities depend on funding support from other government sources and private agencies.
- 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 Government of Nunavut 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)			
	2007-08	2008-09	2009-10	2010-11
Advisory and Administrative Services	7,837	<b>7,924</b>	8,324	9,124
Community Economic Development	11,501	<b>12,336</b>	9,866	9,001
Fisheries and Sealing	1,626	<b>2,201</b>	2,161	2,226
Minerals and Petroleum Resources	2,174	<b>3,102</b>	2,712	2,712
Transportation	17,395	<b>19,750</b>	19,750	19,750
Community Operations	9,763	<b>9,818</b>	9,818	9,818
<b>TOTAL</b>	<b>50,296</b>	<b>55,131</b>	<b>52,631</b>	<b>52,631</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 Qaujimagajatuqangit*, and the Inuit Employment Plan. Advisory and Administrative Services provide:

- information and support to the Minister's office;
- policy, planning, and communications;
- financial and human resource management; and
- 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 Qaujimagajatuqangit*.
- 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Directorate</b>		1,360	<b>1,352</b>	1,352	1,352
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 Qaujimajatuqangit</i> and other Government of Nunavut strategies.					
<b>Finance and Administration</b>		1,327	<b>1,402</b>	1,402	1,402
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	<b>859</b>	859	859
Policy, Planning, and Communications division provides policy development, support and advice, and effective internal and external communications for the department.					
<b>Nunavummi Nangminiqaqtunik Ikajuuti (NNI) Secretariat</b>		673	<b>673</b>	673	673
The <i>NNI</i> Secretariat is responsible for the facilitation, coordination and implementation of the <i>NNI</i> policy and is the chief advocate for this policy in the Government of Nunavut. The goal of the <i>NNI</i> 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	<b>3,188</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.					
<b>Nunavut Business Credit Corporation</b>		450	<b>450</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.					
<b>Nunavut Strategic Opportunities Fund</b>		-	-	400	1,200
The Nunavut Strategic Opportunities Fund supports improvements in the delivery of business services and sector development initiatives that create employment and other economic opportunities in the territory.					
<b>Total, Advisory and Administrative Services</b>		<b>7,837</b>	<b>7,924</b>	<b>8,324</b>	<b>9,124</b>

### Priorities (2007-08)

- Improve communications within the department through the use of the department's new website.

**Status:** *Development of the website's content and functionality continued in 2007-08. The website is being promoted to all divisions, regional staff and partners as a reliable source for program and policy information, including distinct web sites for information on sealing and on economic development.*

- 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.

**Status:** *The NNI website was launched in May 2007 and is an authoritative source of publicly available information on the NNI policy. Training on the policy has been provided to municipalities, government departments and crown corporations.*

- Publish an annual report on the impact and effectiveness of the department's programs and services on the development of the territorial economy.

**Status:** *An annual report has been tabled for the 2006-07 fiscal year.*

- Implement a communications strategy to promote use of the department's economic development and transportation programs.

**Status:** *The department's "Let's Get Started" communications plan was launched in May 2007, and program processes are being mapped to include a detailed communications component. Implementation will advance through the remainder of the year.*

### Priorities (2008-09)

- Perform a comprehensive review of the NNI policy in cooperation with Nunavut Tunngavik Inc.; further develop the NNI website's capabilities; develop and begin implementing data collection and monitoring, and enforcement tools and procedures.
- Strengthen the relationship with crown agencies and program partner organizations (including Community Futures development corporations), through improvements to regulations, policies, and reporting requirements.
- Design and implement a plan to strengthen the capacity of the department to administer contribution agreements and provide internal financial services, with a focus on staff training and improved program processes.
- Publish guidelines for the assessment of the socio-economic impacts of major development projects on Nunavut's residents and communities, to help ensure the maximum benefit for all Nunavummiut.

## 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, sector development in Nunavut's wage and traditional economy, and inter-governmental relations.
- To develop, lead and coordinate implementation of community and economic development programs and strategies.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Division Operations</b>		1,476	<b>1,886</b>	1,916	1,476
Community Economic Development division works in collaboration with the department's community operations offices in each region, other departments, 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	<b>150</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 sponsored by the department, and for the delivery of training courses in communities by the Municipal Training Organization.					
<b>Nunavut Arts and Crafts Association</b>		200	<b>200</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>Arts and Crafts Development Program</b>		-	<b>425</b>	425	-
The Arts and Crafts Development program supports the development of the arts and crafts in Nunavut through the implementation of <i>Sanaugait: A Strategy for Growth in Nunavut's Arts and Crafts Sector</i> and the carving stone supply action plan.					
<b>Nunavut Broadband Development Corporation</b>		200	<b>200</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	<b>100</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	<b>50</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> .					

**Nunavut Film, Television, and New Media Program**

650                      **650**                      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.

**Tourism Development Program**

2,175                      **2,175**                      2,175                      2,175

This program supports the development of the tourism industry in Nunavut through support for tourism industry associations, marketing, research, training, and product development.

**Strategic Investments Program**

4,000                      **4,000**                      4,000                      4,000

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.

**Small Community Initiatives Program**

2,500                      **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.

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<b>Total, Community Economic Development</b>	<b>11,501</b>	<b>12,336</b>	<b>9,866</b>	<b>9,001</b>
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**Priorities (2007-08)**

- Implement the consultation plan for the review of the *Travel and Tourism Act* and draft the new tourism legislation.  
**Status:** *Completed a review of the tourism industry that assessed the status of tourism and recommended strategic and legislative changes. A consultation and communications plan for a draft new Act will be completed in March 2008.*
- Identify opportunities, programs and strategies to expand economic development in the key economic sectors identified in the *Nunavut Economic Development Strategy*.  
**Status:** *The Arts and Crafts Strategy and the Carving Stone Action Plan were released in June 2007 and their work plans are being implemented.*
- 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.  
**Status:** *Produced and published the Nunavut Investment Opportunities profiles which have been distributed internationally through Canadian embassies and consulates.*

- 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.

**Status:** *Community profiles and business services listings have been updated. An online guide to starting a business in the territory has been launched.*

### Priorities (2008-09)

- Enable business use of e-commerce by preparing a plan to expand web-based promotion for small businesses and artists, and by testing the feasibility of other e-commerce applications.
- Update the tourism strategy and implement the community consultation and communications plan for a new *Travel and Tourism Act*, and prepare draft legislation and regulations for the new *Act* with the Department of Justice.
- Implement the Canada/Nunavut International Business Development Memorandum of Understanding through building capacity, implementing the Tourism Memorandum of Understanding with France and seeking other opportunities for national and international partnerships in film, media, tourism, cultural industries and the traditional economy.
- Conduct phase two of the work plans for the *Arts and Crafts Strategy* and the *Carving Stone Action Plan*, including plans for the production, marketing and sales of cultural products for the 2010 Olympics.

## 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)	2007-08	2008-09	2009-10	2010-11
<b>Division Operations</b>		681	<b>1,256</b>	1,216	1,281

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	<b>190</b>	190	190
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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	<b>525</b>	525	525
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The Fisheries Diversification program provides financial assistance to Nunavut's fishing and sealing industries and assists with the growth of emerging fisheries and sealing 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.

<b>Fur Pricing Program</b>	70	<b>70</b>	70	70
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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.

<b>Nunavut Fisheries Training Consortium Program</b>	150	<b>150</b>	150	150
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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.

<b>Fur Institute</b>	10	<b>10</b>	10	10
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This program is a contribution made to the Fur Institute of Canada to support the fur industry.

<b>Total, Fisheries and Sealing</b>	<b>1,626</b>	<b>2,201</b>	<b>2,161</b>	<b>2,226</b>
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**Priorities (2007-08)**

- Work with stakeholders to implement a new "Nunavut Access and Allocation Policy" for offshore fisheries.  
**Status:** *The policy and related stakeholder consultations are complete; implementation of the policy is planned for the 2008 fishing season in cooperation with the Nunavut Wildlife Management Board.*
- Commence Nunavut Coastal Zone Inventory.  
**Status:** *Inventory in pilot community is complete and funding secured. Planning is underway to conduct inventories in other communities.*
- Implement the Char Marketing Strategy.  
**Status:** *Updated char promotion materials, attended Boston Seafood Show, assisted plants in developing value-added char products and packaging, and further developed marketing action items for 2008-09.*
- Work with the Nunavut Fisheries Training Consortium to further increase fisheries training for Inuit in the offshore fishery.  
**Status:** *2007-08 courses are complete; the Consortium will begin work for the 2008-09 fiscal year, including community visits, course organization and enrollment.*
- Work with communities to conduct two inshore fisheries projects.  
**Status:** *2007-08 inshore projects are complete, including in Clyde River and preliminary seabed mapping consultations. Planning is underway for 2008-09 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.

**Status:** *The 2007 Inuit Collection was completed and has been showcased at the Fur Fashion Expo and in Nunavut. The first Nunavut Arctic College certificate program in Fur Production and Design has been completed. The department will continue to assist in promoting new fur collections locally and at the Fur Fashion Expo in 2008-09.*

- Further build Nunavut’s fisheries knowledge base.

**Status:** *Projects funded in 2007-08 are complete, including stock assessments. Planning is underway for 2008-09 projects, including execution of seabed mapping.*

- Enhance Nunavut’s seal and fur communications including completion of website design.

**Status:** *Website and updated sealing promotional materials are complete. The Fisheries and Sealing division will continue to promote sealing in Nunavut.*

### **Priorities (2008-09)**

- Complete and begin implementation of a *Nunavut Sealing Strategy*, including projects in training and technology, and harvest support.
- Coordinate fisheries and sealing marketing activities, including development and promotion of value-added products and continuing public communications on sealing, at the local, national and international level.
- Develop and/or assist in fisheries science projects which address strategically important research areas that build upon both *Inuit Qaujimaqatuqangit* and scientific approaches.
- Invest in community exploratory and test fishery projects, which will identify local opportunities for quota development, specifically arctic char, inshore turbot and emerging species.

## **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.
- 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.
- Develop mining and petroleum industries in Nunavut through the provision of support for prospectors, promotion of the industry to current and potential investors, and to potential industry participants in the local service sectors and workforce.

- Assist in the acquisition of new geoscience information, and ensure both new and existing data are readily available, in support of mineral exploration and development in Nunavut.
- Perform strategic analyses of issues and conditions required to stimulate petroleum development, and consolidate all relevant existing data on Nunavut petroleum exploration.

Programs	Budget (\$000)	2007-08	2008-09	2009-10	2010-11
<b>Division Operations</b>		1,604	<b>2,282</b>	1,892	1,892
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	<b>100</b>	100	100
Established under the Prospector Development policy, this program provides contributions to Nunavut residents holding a valid prospecting licence who require financial assistance to carry out prospecting activities.					
<b>Nunavut Mine Training Fund</b>		-	<b>200</b>	200	200
The Nunavut Mine Training fund is established to support the Nunavut Mine Training initiative. This fund is used to support and facilitate partnerships that provide training to Nunavut residents to allow them to participate fully in opportunities related to mineral exploration and mining.					
<b>Nunavut Mining Symposium</b>		-	<b>50</b>	50	50
This annual contribution to the Nunavut Mining Symposium Society provides core funding to allow the society to host the annual Nunavut Mining Symposium.					
<b>Nunavut Geoscience Program</b>		450	<b>450</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 Government of Nunavut. 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	<b>20</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>3,102</b>	<b>2,712</b>	<b>2,712</b>

#### Priorities (2007-08)

- Conduct a review of the permitting and regulatory structures to identify areas of inefficiency and duplication.  
**Status:** *Final report on the review was completed in fall 2007.*
- Implement the Nunavut Mine Training Initiative to maximise coordination of training and employment opportunities related to mineral exploration and mining.

**Status:** The divisional organizational chart has been restructured to create the position of Mine Training Coordinator. Strategic Investments program funds have been targeted to facilitate mine training initiatives.

- Conduct a Strategic Environmental Assessment Study for petroleum resource development in Nunavut to identify issues that could cause delays.

**Status:** Request for proposals for a scoping study to identify key issues related to petroleum resource development in Nunavut has been initiated; selection is to occur in fall 2007 and a first draft will be submitted by March 31, 2008.

### Priorities (2008-09)

- Coordinate an interagency workshop to review and implement recommendations from the Review of Permitting and Regulatory Structures project (*Nunavut Mineral Exploration and Mining Strategy*, Action 1-5).
- Renew the Canada-Nunavut Geoscience Office agreement (Action 3-1).
- Host a workshop on petroleum resource development.

## Transportation

Transportation 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 Nunavut 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)	2007-08	2008-09	2009-10	2010-11
<b>Transportation Policy and Planning</b>		1,125	<b>1,015</b>	1,015	1,015

This program area develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure.

<b>Motor Vehicles</b>	1,478	<b>1,938</b>	1,938	1,938
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The safety of pedestrians on our roads is the first 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	<b>12,625</b>	12,625	12,625
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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	<b>4,172</b>	4,172	4,172
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This program area ensures the safe, reliable, efficient and effective operation of Iqaluit International Airport.

<b>Total, Transportation</b>	<b>17,395</b>	<b>19,750</b>	<b>19,750</b>	<b>19,750</b>
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**Priorities (2007-08)**

- Complete legislative review of the *Motor Vehicles Act*.  
**Status:** *Drafting instructions for the Department of Justice will be complete in November 2007.*
- Implement new driver licence system in accordance with Canadian and international agreements.  
**Status:** *A request-for-proposal to provide new computer based licensing system and secure document closed in October 2007. System installation planned for February 2008, with full implementation complete prior to March 31, 2008.*
- Work with federal counterparts to implement the recommendations of the *Small Craft Harbours Report*.  
**Status:** *A joint working group between Economic Development and Transportation and the federal Department of Fisheries and Oceans is being formed to carry detailed engineering forward on one or more sites. The department will continue lobbying the Department of Fisheries and Oceans for funding of this initiative as engineering proceeds.*
- Complete a major project at Iqaluit International Airport to rehabilitate Apron 1 and re-open taxiway "A".  
**Status:** *Substantial completion of project in fall 2007. The apron and taxiway will be operational, with minor deficiencies to be corrected in spring/summer 2008.*
- 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.  
**Status:** *Departmental officials will meet with the International Air Transport Association to find ways to recoup costs from international air carriers, with the assistance of Transport Canada.*
- Ascertain the intentions of the major mineral development companies working in the Kitikmeot region, and determine best options forward for the Bathurst Inlet Port and Road project or an alternative.  
**Status:** *Draft Environmental Impact Statement is expected to be complete March 31, 2008.*



- Expand consultation on the Manitoba-Nunavut highway to exploration companies working in the region. Initiate environmental impact studies.  
**Status:** *Terms of Reference for the next phase of the study are being drafted jointly by partners. Economic cost/benefit study will be undertaken in the course of 2008.*
- Complete major construction phase of the Arctic Bay Airport. Design to begin on the air terminal building.  
**Status:** *Seventy-five per cent of earthworks will be completed by winter 2007-08; air terminal design complete and ready for tender by March 31, 2008.*
- Participate in carrying the *National Transportation Strategy* forward from the Council of the Federation to the Federal Government.  
**Status:** *A transportation blueprint developed by the three territories will be completed. The Nunavut Transportation Strategy will be complete, including interdepartmental and stakeholder closing consultations.*

### **Priorities (2008-09)**

- Conclude public consultations on proposed amendments to the *Motor Vehicles Act*.
- Work with federal counterparts to implement the recommendations of the *Small Craft Harbours Report*.
- Implement the recommendations of the Iqaluit International Airport Master Plan.
- 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.
- Encourage and assist in the development of the Bathurst Inlet Port and Road Project.
- Expand consultation on the Manitoba-Nunavut highway to include economic benefit analysis. Initiate environmental impact studies.
- Complete construction of the Arctic Bay Airport.
- Implement major Airports Capital Assistance Project funded runway projects in Taloyoak and Rankin Inlet.

### **Community Operations**

Community Operations divisions 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 and implementation of strategies.
- To monitor and track departmental program funds to ensure effective and efficient use of Government of Nunavut funding.

*Department of Economic Development and Transportation*

- 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
<b>Community Operations</b>		3,325	<b>3,307</b>	3,307	3,307
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	<b>800</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.					
<b>Community Capacity Building Program</b>		4,604	<b>4,604</b>	4,604	4,604
The Community Capacity Building program 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.					
<b>Nunavut Regional Chambers of Commerce</b>		195	<b>195</b>	195	195
Support is provided for regional organizations that foster business development in Nunavut through promotion, education and training, and advocacy.					
<b>Small Business Support Program</b>		750	<b>823</b>	823	823
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.					
<b>Visitor Centres Program</b>		89	<b>89</b>	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 visitor centres.					
<b>Total, Community Operations</b>		<b>9,763</b>	<b>9,818</b>	<b>9,818</b>	<b>9,818</b>

**Priorities (2007-08)**

- Establish a new process for issuing tourism licenses and performing annual inspections.  
**Status:** *Training has begun on the new process, and dialogue has been initiated with other stakeholders on enforcement protocols; activities are integrated, where possible, with work on the legislative renewal of the Travel and Tourism Act.*

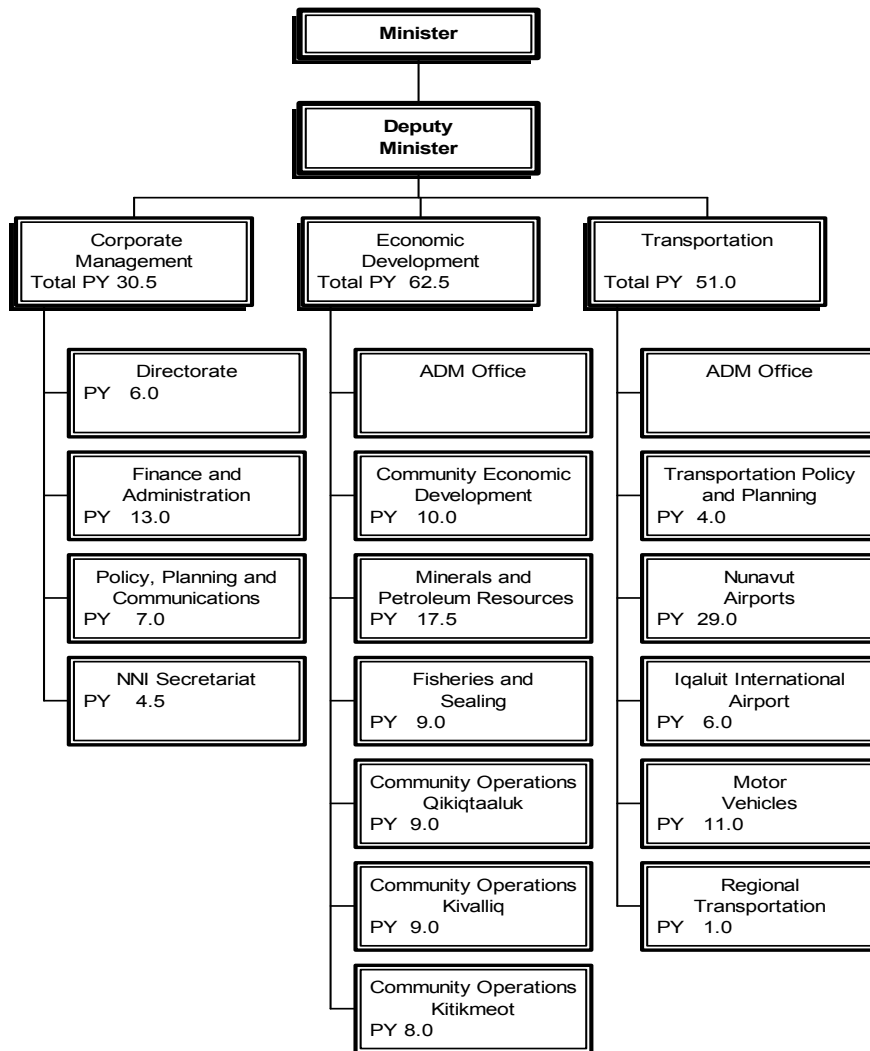
- Provide community planning support to Community Economic Development Officers, communities and regional development organizations, and, in particular, to maximize the benefits of the Community Capacity Building program.  
**Status:** *The department has assisted with the planning, development and implementation of Community Economic Development plans in communities without current plans. Regional staff made presentations on Community Economic Development and the Community Capacity Building program at local and regional events and meetings.*
- Improve political and trade relations between the three regions of Nunavut and with other provinces and territories.  
**Status:** *Regional staff attended tradeshows and other events related to economic development and entrepreneurship in various locations across Canada.*
- Conduct an orientation program for community economic development officers on the department's new policies and programs.  
**Status:** *Regular teleconferences, face-to-face meetings have been conducted with community economic development officers, with special attention devoted to new recruits. Reference and orientation materials, such as CD-ROMs and manuals have been distributed to all community economic development officers.*
- Assist in the development of arts and crafts and traditional economic development initiatives at the community and regional levels.  
**Status:** *Worked with local organizations and community economic development officers to support arts and crafts events and projects. Provided training and assistance to organizations and individuals on funding programs that support arts and crafts initiatives.*
- 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.  
**Status:** *Business aftercare services are being provided through regional offices and by regional partner organizations. Dialogue and training on business aftercare has been delivered to community economic development officers and partner organizations.*
- Take on additional responsibility for program delivery, and assess regional participation in economic development programming.  
**Status:** *Coordinated funding of initiatives under the Strategic Investments program, Small Communities Initiatives program and Community Access Road program. Participated in preliminary economic development planning for major mineral development projects.*

### **Priorities (2008-09)**

- Assist with new economic development initiatives that support the mineral exploration and mining industries, and related business and training activities at the community and regional levels.
- Support the establishment of socio-economic monitoring committees for major development projects in each region.
- Assist in the implementation of the department's approved sector strategies for mineral exploration and mining, arts and crafts, transportation, fishing and sealing.
- Support the role of municipal government in community economic development planning, particularly in response to regional resource development initiatives.

## APPENDIX I: Accounting Structure and Financial Summary

### Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	139.0
Vote 4/5 PYs	5.0
Revolving Fund PYs	-
<b>Total PYs</b>	<b>144.0</b>

## Departmental Roles

The department has 144 full-time equivalent funded positions. Departmental staff is 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. Corporate Management provides overall central leadership and direction, financial management, policy development, corporate and human resource management, communications and the Government of Nunavut-wide Nunavummi Nangminiaqtunik Ikajuuti (NNI) policy training, follow-up and data collection. Corporate Management is responsible for monitoring the department's progress in the attainment of key government priorities, including implementation of *Pinasuaqtavut 2004-2009*, *Inuit Qaujimagatuqangit*, and the Inuit Employment Plan. Corporate Management is made up of the Directorate division, the 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 provides overall leadership and management of the department. 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 Government of Nunavut. The 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 Government of Nunavut.

Policy, Planning, and Communications provides direct support to the Minister and to the Deputy Minister, oversees all policy development, and ensures 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. Economic Development includes Fisheries and Sealing, Minerals and Petroleum Resources, Community Economic Development, and Community Operations divisions.

### **Community Economic Development Division**

The Community Economic Development division, based in Pangnirtung, provides strategic direction to the Government of Nunavut'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 Government of Nunavut. 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 includes Transportation Policy and Planning, Motor Vehicles, Nunavut Airports and Iqaluit International Airport divisions.

### **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		2008 - 2009 Main Estimates		2009 - 2010 Planned		2010 - 2011 Planned	
	\$000	PY	\$000	PY	\$000	PY	\$000	PY
<b>CORPORATE MANAGEMENT</b>								
Salary	3,193	29.3	<b>3,288</b>	<b>30.5</b>	3,288	30.5	3,288	30.5
Grants & Contributions	3,638		<b>3,638</b>		4,038		4,838	
Other O&M	1,006		<b>998</b>		998		998	
<b>Subtotal</b>	<b>7,837</b>		<b>7,924</b>		<b>8,324</b>		<b>9,124</b>	
<b>ECONOMIC DEVELOPMENT</b>								
Salary	5,725	51.6	<b>6,812</b>	<b>62.5</b>	6,812	62.5	6,812	62.5
Grants & Contributions	17,978		<b>18,276</b>		15,376		14,576	
Other O&M	1,361		<b>2,369</b>		2,369		2,369	
<b>Subtotal</b>	<b>25,064</b>		<b>27,457</b>		<b>24,557</b>		<b>23,757</b>	
<b>TRANSPORTATION</b>								
Salary	4,563	49.5	<b>4,689</b>	<b>51.0</b>	4,689	51.0	4,689	51.0
Grants & Contributions	-		-		-		-	
Other O&M	12,832		<b>15,061</b>		15,061		15,061	
<b>Subtotal</b>	<b>17,395</b>		<b>19,750</b>		<b>19,750</b>		<b>19,750</b>	
<b>TOTAL</b>	<b>50,296</b>	<b>130.4</b>	<b>55,131</b>	<b>144.0</b>	<b>52,631</b>	<b>144.0</b>	<b>52,631</b>	<b>144.0</b>