



**2009-2010**

**Government of Nunavut  
Business Plan**





# 2009-2010

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Government of Nunavut  
**Business Plan**

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# FOREWORD

The Government of Nunavut's Business Plan is made up of the plans of ten departments, the Office of the Legislative Assembly, and two territorial corporations. The Business Plan is a strategic and operational plan which provides detailed background for the Government of Nunavut's 2009-2010 Main Estimates.

Each of the departmental business plans is organized into six sections:

- Introduction,
- Strategic Link to Tamapta,
- Inuit Employment Plan,
- Environmental Scan,
- Core Business, and
- Appendices.

The **Introduction** provides a general overview of each department's mission, vision, principles and values statements.

The Strategic Link to Tamapta provides an opportunity for departments to describe in general terms how they will deliver their programs and services in alignment with the guiding principles of Inuit societal values. This section outlines how the department's activities will support the specific Priorities outlined by the Government of Nunavut for 2009-2013 in *Tamapta/CLC: Building our future together*. This section also recognizes the department's partners in pursuing those priorities.

The **Inuit Employment Plan** provides information on each department's Inuit employment goals and initiatives.

The **Environmental 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 also outlines critical issues for each department – what is critical to keep in mind or do to accomplish its mission, given its current status and environment.

The **Core Business** section describes a department's business lines and their corresponding budgets. The budgets include departmental three-year program forecasts. For each line of business, a status report is provided on priorities identified for the 2008-2009 fiscal year. New priorities for each program are outlined for 2009-2010.

The **Appendices** for each department provide details of accounting structure, a financial summary for operations, and Inuit employment targets. Some departments have further appendices with details of specific areas relevant to their operations.

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Copies of the Government of Nunavut Business Plan can be found at [www.gov.nu.ca](http://www.gov.nu.ca).

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**Office of the  
Legislative  
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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 Members of the Legislative Assembly (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 Tamapta, 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.

## **STRATEGIC LINK TO TAMAPTA**

### **Increase Support for Culture and the Arts**

Inuit Societal Values are 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 prominent role in Legislative Assembly events, their service in the Office of the Sergeant-at-Arms and their unique right to sit with Members of the Legislative Assembly in seats that are reserved for their exclusive use on the floor of the House.

### **Connect our Community**

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 Nunavummiut and their government. 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.

### **Enhance our Recognition in Canada and the World**

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.

### **Improve Education and Training Outcomes**

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. The Legislative Assembly's Page Program, Speaker's Youth Parliament and the Summer Student Employment Equity Program provide unique learning opportunities for youth.



# **INUIT EMPLOYMENT PLAN**

## **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.

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. The Assembly's target is to increase Inuit employment to a level of 60% or higher in the coming years.

## **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.

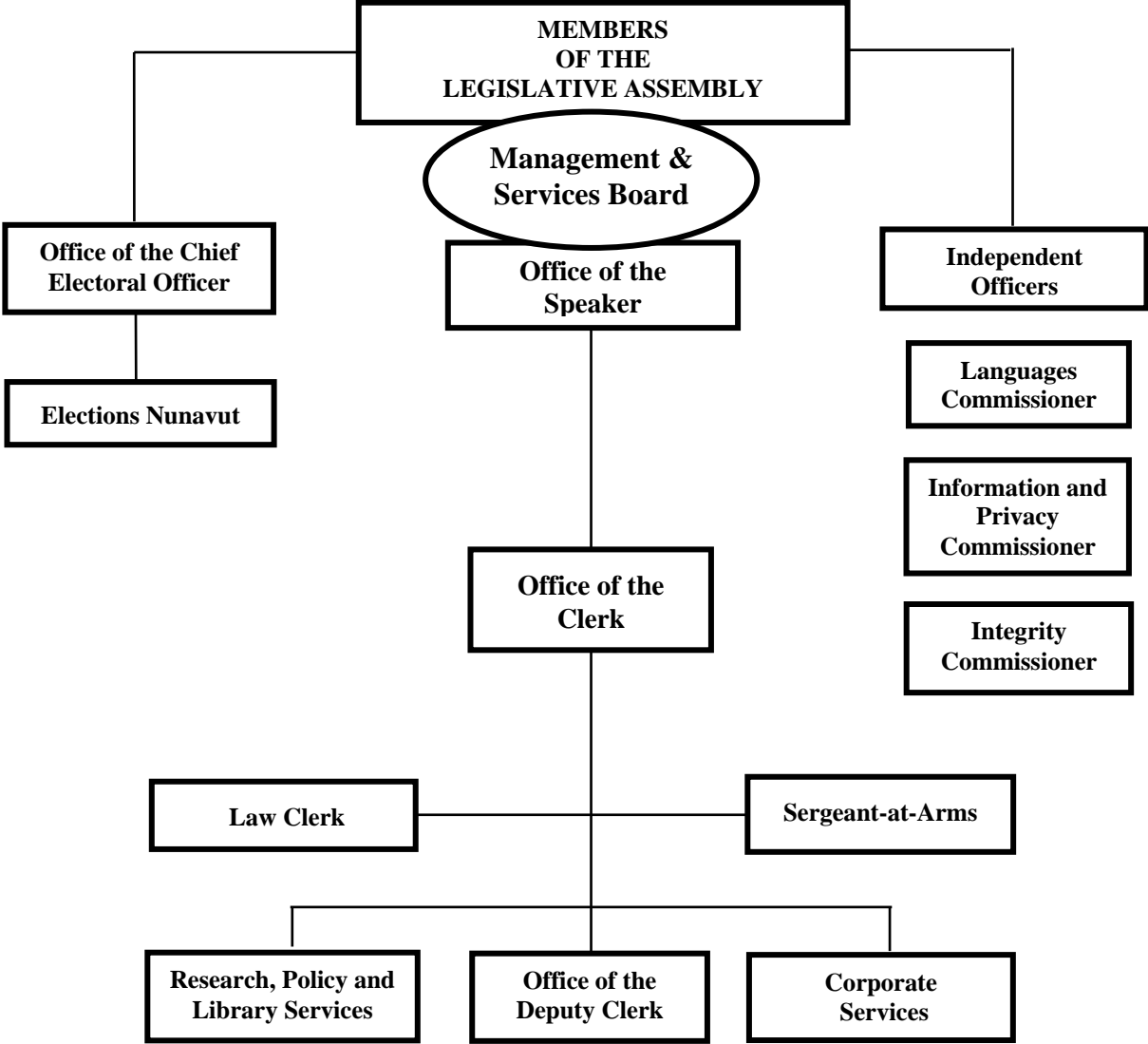
### **Public Expectations**

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 OF NUNAVUT



## CORE BUSINESS

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

	Budget (\$000)			
	2008-09	2009-10	2010-11	2011-12
Assembly Operations	6,369	<b>6,608</b>	6,708	6,708
Expenditures on Behalf of Members	5,330	<b>6,025</b>	6,125	6,125
Support to Independent Officers of the Legislative Assembly	2,460	<b>2,353</b>	2,275	2,275
<b>TOTAL</b>	<b>14,159</b>	<b>14,986</b>	<b>15,108</b>	<b>15,108</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, in addition to other issues that arise. Members are a direct link in their constituencies 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 Legislative Assembly in the conduct of their duties as Nunavut's elected representatives;
- To ensure that the legislative process is conducted in accordance with our statutory and procedural authorities; and
- To provide the public with information regarding House and committee proceedings.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Office of the Clerk</b>		969	<b>1,048</b>	1,148	1,148
<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 co-ordination of Committee and Caucus scheduling and meetings 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>Office of the Speaker</b>		200	<b>135</b>	135	135
<ul style="list-style-type: none"> <li>• Support to the Office of the Speaker in the execution of the office-holder's duties as the 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>Sessional Administration</b>		1,800	<b>1,800</b>	1,800	1,800
<ul style="list-style-type: none"> <li>• The production of <i>Hansard</i>;</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>		500	<b>600</b>	600	600
<ul style="list-style-type: none"> <li>• The provision of interpretation and translation services for Standing and Special Committee proceedings; and</li> <li>• The holding of committee meetings, public hearings and community consultations.</li> </ul>					
<b>Research, Policy and Library Services</b>		800	<b>835</b>	835	835
<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; and</li> <li>• The provision of information and reference services by the Nunavut Legislative Library to Members, Assembly staff, Government of Nunavut departments and other clients.</li> </ul>					

<b>Public Affairs</b>	100	<b>100</b>	100	100
<ul style="list-style-type: none"> <li>• The administration of the Legislative Assembly website <a href="http://www.assembly.nu.ca">www.assembly.nu.ca</a>;</li> <li>• The administration of the Legislative Assembly's TV broadcasting system;</li> <li>• The promotion of the Legislative Assembly through the public tour program and the production of information materials and brochures;</li> <li>• The administration of the Legislative Assembly Page Program;</li> <li>• The administration of the Youth Parliament;</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>Corporate Services</b>	2,000	<b>2,090</b>	2,090	2,090
<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 Legislative 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>Total, Assembly Operations</b>	<b>6,369</b>	<b>6,608</b>	<b>6,708</b>	<b>6,708</b>

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

- Undertake planning and delivery of the transition and orientation program for the Members of the Third Legislative Assembly.  
**Status:** *Successfully delivered the orientation program for Members of the Third Legislative Assembly following the October 27, 2008, general election.*
- Organize the second Nunavut-wide *Speaker's Youth Parliament* in May 2008.  
**Status:** *Successfully hosted the 2008 Speaker's Youth Parliament and distributed materials to schools across Nunavut.*
- Develop a strategy for the management of the Legislative Assembly's new broadcasting system.  
**Status:** *Ongoing. The proceedings of the Legislative Assembly may now be viewed on cable television in all incorporated Nunavut communities. The Assembly works closely with its partners, Telesat Canada and Arctic Co-operatives, with respect to technical initiatives and issues.*

- 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.  
**Status:** *Deferred.*
- Host the 2008 annual conference of the Canadian Association of Parliamentary Administration.  
**Status:** *Successfully hosted the 2008 annual conference.*

### **Priorities (2009-10)**

- Support the establishment of the Third Legislative Assembly's Standing Committee structure;
- Develop an implementation plan to meet the Legislative Assembly's obligations under Nunavut's new official languages legislation that is consistent with the rights, immunities, privileges and powers of the Legislative Assembly and its members;
- Initiate the project to create an electronic repository of Government of Nunavut documents;
- Complete the cataloguing of the Legislative Library's collection of Tabled Documents; and
- Seek Caucus direction on options, including Public-Private Partnerships (P3s), to move forward the Assembly's long-term plan for a replacement facility.

### **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; and
- To ensure that the necessary resources are made available for Members' constituency operations.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Indemnity, Allowance and Constituency Administration</b>		5,330	<b>6,025</b>	6,125	6,125
<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>5,330</b>	<b>6,025</b>	<b>6,125</b>	<b>6,125</b>

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

- Meet all statutory tabling requirements for annual reports required under the *Legislative Assembly and Executive Council Act* and other statutes under the jurisdiction of the Legislative Assembly.  
**Status:** *Requirements being met on an ongoing basis.*

#### **Priorities (2009-10)**

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

### **Support to Independent Officers of the Legislative Assembly**

The Legislative Assembly recommends to the Commissioner of Nunavut 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 to the Legislative Assembly of Nunavut on the financial statements of the Government of Nunavut and other matters, pursuant to the *Nunavut Act*.

### Objectives

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

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Support to Information and Privacy Commissioner, Languages Commissioner, and Integrity Commissioner</b>		760	1,553	1,460	1,460
<b>Support to the Chief Electoral Officer</b>		1,700	800	815	815
<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>2,460</b>	<b>2,353</b>	<b>2,275</b>	<b>2,275</b>

### Priorities (2008-09)

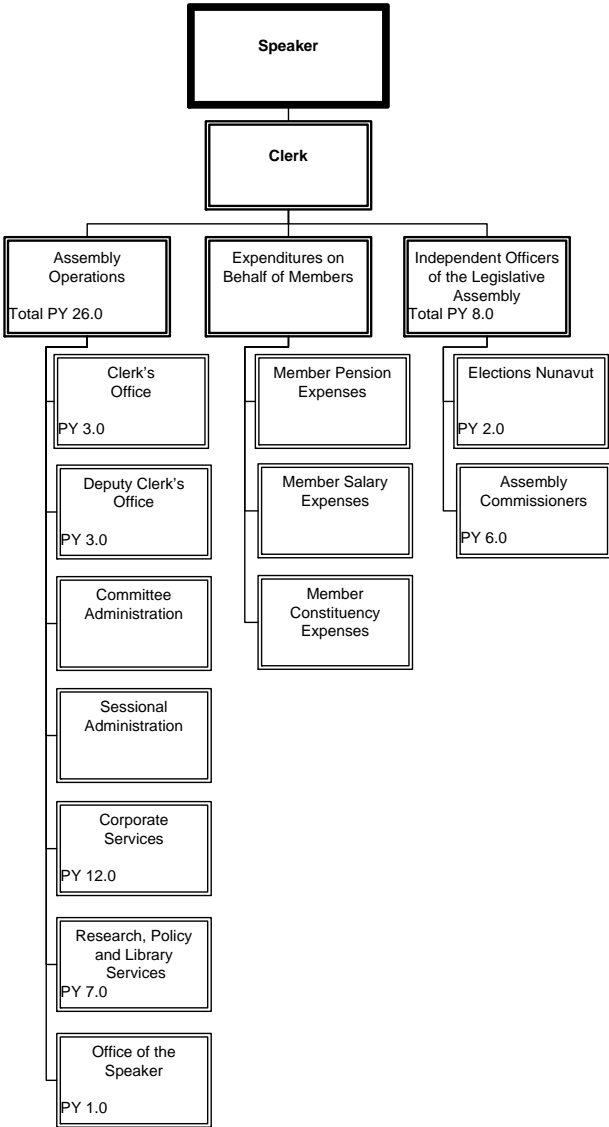
- Undertake, in co-operation with Elections Nunavut, all necessary measures to ensure the successful holding of the third general election.  
**Status:** *Nunavut's third general election was held on October 27, 2008.*
- Ensure that the positions of Chief Electoral Officer and Languages Commissioner are filled following the expiration of the present incumbents' appointments during the 2008-2009 fiscal year.  
**Status:** *The Chief Electoral Officer's appointment was renewed in November 2008. A new Languages Commissioner was appointed in January 2009.*

- Continue development of a new *Plebiscite Act*.  
**Status:** *Ongoing*.

**Priorities (2009-10)**

- Seek Caucus direction on the establishment of a central elections office for Nunavut;
- Support the Legislative Assembly's response to the recommendations in the report of the Chief Electoral Officer on the conduct of the 2008 general election, including the establishment of an Electoral Boundaries Commission.
- Continue development of a new *Plebiscite Act*; and
- Ensure that the position of Information and Privacy Commissioner of Nunavut is filled following the expiration of the present incumbent's appointment in November 2009.

# Appendix I: Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	34.0
Vote 4/5 PYs	-
Revolving Fund PYs	-
<b>TOTAL PYs</b>	<b>34.0</b>

## Appendix II: Financial Summary

Branch	2008 – 2009 Main Estimates		2009 – 2010 Main Estimates		2010 – 2011 Planned		2011 – 2012 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>ASSEMBLY OPERATIONS</b>								
Salary	2,699	26.0	<b>2,878</b>	<b>26.0</b>	2,978	26.0	2,978	26.0
Grants & Contributions	—		—		—		—	
Other O&M	3,670		<b>3,730</b>		3,730		3,730	
<b>Subtotal</b>	<b>6,369</b>		<b>6,608</b>		<b>6,708</b>		<b>6,708</b>	
<b>EXPENDITURES ON BEHALF OF MEMBERS</b>								
Salary	2,950		<b>3,540</b>		3,640		3,640	
Grants & Contributions	—		—		—		—	
Other O&M	2,380		<b>2,485</b>		2,485		2,485	
<b>Subtotal</b>	<b>5,330</b>		<b>6,025</b>		<b>6,125</b>		<b>6,125</b>	
<b>OFFICES OF INDEPENDENT OFFICERS</b>								
Salary	830	5.0	<b>1,376</b>	<b>8.0</b>	1,465	8.0	1,465	8.0
Grants & Contributions	—		—		—		—	
Other O&M	1,630		<b>977</b>		810		810	
<b>Subtotal</b>	<b>2,460</b>		<b>2,353</b>		<b>2,275</b>		<b>2,275</b>	
<b>TOTAL</b>	<b>14,159</b>	<b>31.0</b>	<b>14,986</b>	<b>34.0</b>	<b>15,108</b>	<b>34.0</b>	<b>15,108</b>	<b>34.0</b>

## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As of December 31, 2008		Target for 2009-10	
	Number #	Capacity %	Number #	Capacity %
<b>Total Legislative Assembly Positions</b>	<b>31</b>		<b>34</b>	
Total Filled Positions	26	84	32	94
Total Vacancies	5	16	2	6
Total Beneficiaries	14	54	18	56
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	1	50	1	50
<b>Total Senior Management Positions</b>	<b>2</b>		<b>3</b>	
Total Filled Senior Management Positions	2	100	3	100
Total Vacant Senior Management Positions	0	0	0	0
Total Beneficiaries in Sr. Management Positions	0	0	1	33
<b>Total Middle Management Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Middle Management Positions	2	100	2	100
Total Vacant Professional Positions	0	0	0	0
Total Beneficiaries in Middle Management Positions	1	50	1	50
<b>Total Professional Positions</b>	<b>0</b>		<b>0</b>	
Total Filled Professional Positions	0	0	0	0
Total Vacant Professional Positions	0	0	0	0
Total Beneficiaries in Professional Positions	0	0	0	0
<b>Total Paraprofessional Positions</b>	<b>19</b>		<b>21</b>	
Total Filled Paraprofessional Positions	15	79	20	95
Total Vacant Paraprofessional Positions	4	21	1	5
Total Beneficiaries in Paraprofessional Positions	7	47	10	50
<b>Total Administrative Support Positions</b>	<b>6</b>		<b>6</b>	
Total Filled Administrative Support Positions	5	83	5	83
Total Vacant Administrative Support Positions	1	17	1	17
Total Beneficiaries in Administrative Support Positions	5	100	5	100

**Department of  
Executive and  
Intergovernmental  
Affairs**

**Business  
Plan**

***2009-2010***

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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 *Tamapta/CL<sup>c</sup>C: Building our future together 2009 - 2013*.

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 with the Government of Nunavut's 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**

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.

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 the guiding principles of *Tamapta/CL<sup>c</sup>C: Building our future together*.

### **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*. Inuit societal values provide the context in which the GN develops a culturally relevant, open, responsive and accountable government. The eight guiding principles set out in *Tamapta/CL<sup>c</sup>C: Building our future together* are the basis for our approach.

### **Inuit Societal Values**

The Department's role in coordinating interdepartmental collaboration will serve as an avenue to ensuring, with the Department of Culture, Language, Elders, and Youth, that Inuit societal values will be incorporated in all GN policies, programs, services, and workplaces.

Executive and Intergovernmental Affairs recognizes the importance and relevance of Inuit societal values 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 Incorporated.

The incorporation of Inuit societal values and Inuit knowledge, not only in workplace and in process, but also in policy approach is essential to increasing collaboration between government and all Nunavummiut. While Inuit societal values are broad and change over time, the guiding principles as outlined in *Tamapta/CL<sup>c</sup>C: Building our future together* will serve to guide our approach:

<b><i>Inuuqatigiitsiarniq:</i></b>	respecting others, relationships and caring for people
<b><i>Tunnganarniq:</i></b>	fostering good spirit by being open, welcoming and inclusive
<b><i>Pijitsirniq:</i></b>	all staff will endeavour to serve each other and the community at large to the best of their abilities
<b><i>Aajiiqatigiinni:</i></b>	decision making through, discussion and consensus
<b><i>Pilimmaksarniq:</i></b>	development of skills through observation, mentoring, practice and effort
<b><i>Piliriqatigiinni:</i></b>	working together for a common cause
<b><i>Qanuqtuurniq:</i></b>	being innovative and resourceful
<b><i>Avatittinnik Kamatsiarniq:</i></b>	respect and care for the land, animals and the environment

## **STRATEGIC COMMITMENT TO TAMAPTA**

*Tamapta/CL<sup>c</sup>C: Building our future together* declares confidence in Nunavut and has hope for its vibrant future, built by our people pursuing their dreams. *Tamapta* envisions that over the next 20 years, Nunavummiut will continue to have a highly valued quality of life and a much better standard of living; that individuals and families

will all be active, healthy and happy and that communities will be self-reliant, based on Inuit societal values, with reduced dependence on government.

Executive and Intergovernmental Affairs is committed to ensuring that the vision and priorities of government are realized. In order to achieve government's vision, strong collaborative efforts will be required amongst all of the Government of Nunavut's departments and agencies; and with the public.

***Pijitsirnikkut***

The Vision and Priorities of *Tamapta/CL<sup>CC</sup>: Building our future together* are focused on the social wellbeing of individuals and of community. Through our role as a central agency, we will lead and enable collective efforts by government's departments and agencies in pursuit of government's priorities. The department will enable and coordinate the development of plans for the completion and implementation of *Tamapta/CL<sup>CC</sup>: Building our future together*. It will co-ordinate cross-departmental initiatives required to implement its priorities.

Through effective corporate management, EIA will help ensure that the Government of Nunavut maintains focused efforts and fosters success to improve the social, cultural and economic well-being of Nunavummiut. Effective coordination will involve clearly communicated goals and objectives, open dialogue between departments, sharing of ideas, discussion of issues and developing consistent approaches to dealing with common problems.

***Piliriqatiginnikkut***

*Tamapta/CL<sup>CC</sup>: Building our future together* goals can best be achieved by working together for a common cause. The department will establish Deputy Minister Committees to focus interdepartmental efforts on specific areas of *Tamapta/CL<sup>CC</sup>: Building our future together*. Four deputy-level interdepartmental committees will be created with goals of furthering the priorities of government: Quality of Life Committee, Central Accountability Committee, Sustainable Development Committee, and Building Capacity Committee.

These committees will be supported by the work of various interdepartmental working groups, many of which already exist within government. Through the coordinated efforts of public servants who are passionate about their work, we will be able to find ways for government to work collaboratively with all Nunavummiut. This structure will allow for a more streamlined and coordinated approach to working together.

***Qanuqtuurnikkut***

Working in partnership with other GN departments, Executive and Intergovernmental Affairs will enable the development of an effective action plan for *Tamapta/CL<sup>CC</sup>: Building our future together*. The department will also monitor and tracks progress on the implementation of *Tamapta* priorities. The department will be providing advice and direction on priorities, strategies, and policies.

In addition, EIA has the lead responsibility for achieving a variety of specific objectives set out in *Tamapta/CLC: Building our future together*. These relate primarily to implementing the *Nunavut Land Claims Agreement*, concluding a devolution agreement, coordination of legislative initiatives, the establishment of a Social Advocacy Office, and leading cross-departmental initiatives.

### **Help those at risk in our communities**

The department will establish a Social Advocacy Office, which will develop policies and programs to assist disadvantaged and vulnerable groups within our society. Ultimately, line departments will likely deliver those programs, but their development will be coordinated within EIA.

Initially, the Social Advocacy Office will continue and expand the work of the Women's Secretariat, continue work on a Nunavut suicide-prevention strategy, and undertake comprehensive analysis of children's advocacy and the potential for ombudsman-like services.

### **Enhance our recognition in Canada and the world**

The department will lead and coordinate the discussions and negotiation for an agreement with Canada on the devolution of province-like authority to Nunavut over crown lands and waters.

To achieve the *Tamapta* strategic commitments planned for 2009–13, the department will work with Nunavut Tunngavik Incorporated and the Government of Canada to arrive at a Devolution Agreement-in-Principle consistent with the political aspirations and vision of Nunavummiut.

The department's plans will support *Tamapta* by demonstrating our resolve and commitment to political development through more authority and responsibility. This will further establish our place and presence in the Canadian federation, supporting Canada's sovereignty and our voice in the international community.

### **Support community-based, sustainable economies**

By coordinating the work of the Sustainable Development Committee of Deputy Ministers, the department will ensure that the Government of Nunavut will focus on the coordination of economic initiatives and environment and land management issues across government, as they typically affect more than one department.

In particular, the committee coordinates the development of government positions and input to Land and Resource Management Institutions established under the *Nunavut Land Claims Agreement*. It also has responsibility for the development of a land management system in anticipation of devolution of responsibility for administration and control of Nunavut's land.

The Nunavut public service is dedicated to serving the people and communities of Nunavut. Strong collaboration will be required to implement the goals and objectives of government. Executive and Intergovernmental Affairs is committed to ensuring that we will foster the success of Nunavut and its people, and effectively implement the priorities in *Tamapta/CL<sup>CC</sup>: Building our Future Together*.

## **INUIT EMPLOYMENT PLAN**

### **Departmental Inuit Employment Targets**

The department currently has 15 vacant positions. While some of these are effectively being filled on an interim basis by casuals or through contracted services, it is essential that we build capacity by employing staff indeterminately wherever possible. The department is deeply committed to building a workforce representative of the people it serves, with particular emphasis on as reflected in the requirements of Article 23 of the *Nunavut Land Claims Agreement*.

Over the 2009/10 fiscal year, the department will be focusing its efforts on recruiting NLCA beneficiaries into the Senior Management, Middle Management, and Paraprofessional occupational categories. Through recruitment efforts, it is anticipated that a net gain of 13 additional Inuit employees can be achieved by March 31, 2010, to bring Inuit employment in the department to 68.7%.

### **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 the Department of Human Resources in the development of a communication strategy on the implementation of the GN Inuit Employment Plan. It will study the current structure and protocols for communications work and make recommendations for changes, to work towards the goal of creating a two-way dialogue between the government and the public.

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

- The *Inuit Language Protection Act* and the *Official Languages Act* will require significant increases in the ability of staff to use the Inuit Language in the workplace. As part of its commitment to building capacity amongst senior management, the department will make first-language and second-language Inuit Language training available to all departmental employees and to senior management from across the GN.
- The department will closely re-examine all of its Job Descriptions before staffing positions -- with the involvement of the entire Senior Management Committee and the Inuit Qaujimajatuqangit Coordinator. The job descriptions will be reviewed to ensure that they do not contain inflated educational or experience requirements and to ensure that services can be delivered in the appropriate languages at all levels.
- The department will hire a Manager, Evaluation in Pangnirtung to train a beneficiary employee to take over the position after two years. The trainee is a local resident, currently employed with the department as a Policy Analyst. The department will support the trainee in achieving objectives as outlined in her learning plan.

## **ENVIRONMENTAL SCAN**

In carrying out its mission, Executive and Intergovernmental Affairs 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 our potential for success as we advance our priorities. The following have an important bearing on how the department achieves its mission.

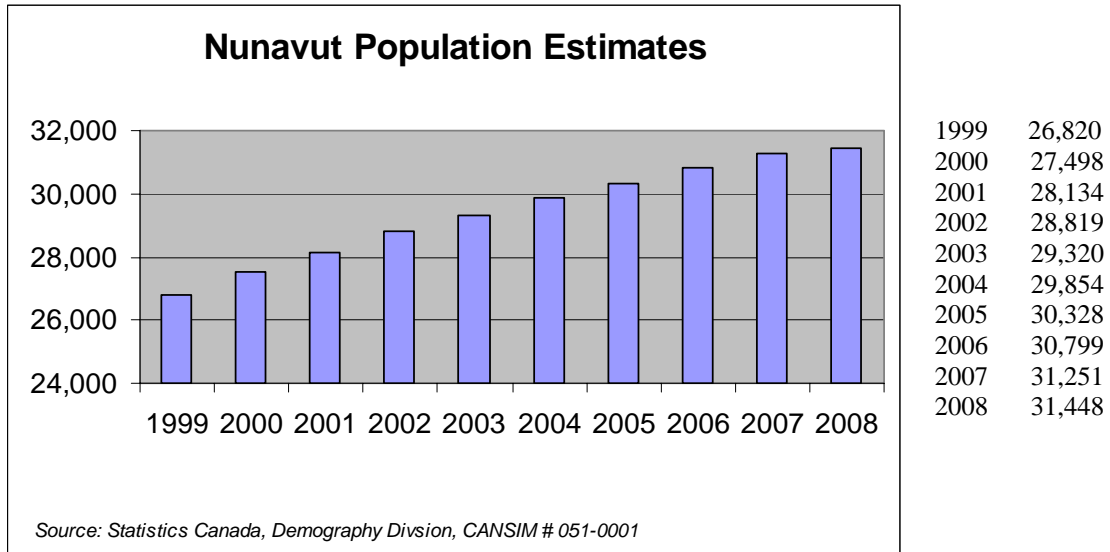
### **Operating Challenges and Opportunities**

Allocation of resources is one of the most urgent issues facing the GN. The department can play a lead role in coordinating approaches to public services that avoid duplication and optimize the deployment of available resources. The intended result of this work is quality services that are well targeted and delivered in a cost-effective manner.

### **Demographics**

Nunavut has Canada's youngest and one of the fastest growing populations. It is a population that continues to place new demands on education and on the wage economy. These demographics pose challenges, but also offer opportunities, for all departments and agencies of the Government of Nunavut.

In order to effectively plan for future growth of programs, it is essential that demographics, including the age distribution of the population, be consistently monitored and incorporated into strategic and operational plans. Further details of Nunavut's population statistics are in Appendix IV to this Business Plan.



## Geography

Nunavut's many beautiful landscapes, natural resources and ecological zones provide many opportunities. However, the sheer size of the territory in relation to its population causes considerable challenges as well. Nunavut covers 1.994 million square kilometres of land mass, with a population estimated at 31,448 (as of July 1, 2008). This results in a population density of only 0.016 people per square kilometre. For comparison, Canada has a population density of 3.3 people per square kilometre (based on 9.985 km<sup>2</sup>, with a population of 33,311,389).

This widely dispersed population presents a significant challenge, given the steep cost of transportation. In order to serve the public, there will of necessity be a need for transportation from or to those communities on a regular basis. These transportation costs vary widely, but regardless of the community the transportation costs for government services are considerable.

Most government departments' and agencies' headquarters functions are located on the capital city of Iqaluit, but their operations must remain focused on the needs of all Nunavummiut. The public being served by the Government of Nunavut is widely dispersed in 25 communities, each with its own municipal government and unique circumstances. It is crucial that government come to understand the needs of these communities, in order to enable Nunavummiut to effectively work with government to ensure that everyone's needs can be met.



**Distances and cost of flights from Iqaluit to communities in Nunavut as of April 1, 2009**

	<b>Flight distance to Iqaluit (kilometres)</b>	<b>Cost of flight to Iqaluit (\$)</b>
ARCTIC BAY	1,227	2,048.00
ARVIAT	1,334	1,676.00
BAKER LAKE	1,330	2,271.15
CAMBRIDGE BAY	1,699	2,838.00
CAPE DORSET	394	490.00
CHESTERFIELD INLET	1,094	1,576.00
CLYDE RIVER	747	841.00
CORAL HARBOUR	715	1,776.00
GJOA HAVEN	1,328	3,410.00
GRISE FIORD	1,500	3,573.00
HALL BEACH	795	914.00
IGLOOLIK	856	914.00
KIMMIRUT	121	384.00
KUGAARUK	1,088	3,970.00
KUGLUKTUK	2,117	2,722.00
PANGNIRTUNG	297	342.00
POND INLET	1,065	1,174.00
QIKIQTARJUAQ	470	602.00
RANKIN INLET	1,176	1,366.00
REPULSE BAY	881	2,075.86
RESOLUTE	1,572	2,384.00
SANIKILUAQ	995	4,099.98
TALOYOAK	1,263	3,894.81
WHALE COVE	1,221	1,675.48

**Community Population Estimates, 2007**

Iqaluit	6,802	Kugaaruk	833
Arviat	2,514	Coral Harbour	800
Rankin Inlet	2,433	Sanikiluaq	760
Baker Lake	1,744	Repulse Bay	713
Igloolik	1,443	Hall Beach	704
Cambridge Bay	1,367	Arctic Bay	659
Kugluktuk	1,326	Qikiqtarjuaq	561
Pangnirtung	1,326	Kimmirut	482
Pond Inlet	1,316	Chesterfield Inlet	370
Cape Dorset	1,195	Whale Cove	315
Gjoa Haven	1,154	Resolute	239
Clyde River	898	Grise Fiord	186
Taloyoak	887	Other areas	86

## **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 the governments of the other northern territories and provinces. The Department of Executive and Intergovernmental Affairs needs to balance consensus with these existing systems of public administration.

EIA approaches this by basing its work on the guiding principles of Inuit societal values, including *Aajiiqatigiinniq* (decision making through discussion and consensus), *Tunnganarniq* (being open, welcoming and inclusive), *Inuuqatigiitsiarniq* (respecting others), *Piliriqatigiinniq* (working together for a common cause) and *Qanuqtuurniq* (being innovative and resourceful).

## **Nunavut Land Claims Agreement**

The department is working with Nunavut Tunngavik Incorporated (NTI) and Indian & Northern Affairs Canada to implement the recommendations of conciliator 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.

## **Intergovernmental Relations**

Compared with 30 years ago and over the past 10 years, 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 interactions and relations with other governments and organizations within Canada and beyond.

## **Energy**

Nunavut is currently reliant on fossil fuels for all of its energy needs. This, and the fact that each community in Nunavut has its own energy system and is spread out over a large geographical area, presents serious challenges to having an energy system that is sustainable and reliable. All of Nunavut's fuel is shipped in bulk during a short summer

season and stored in facilities in each community. If the price of oil happens to be high at the time fuel is purchased it can have a significant impact on the Government of Nunavut's budget. In 2007 the Government of Nunavut released *Ikummatiit: An Energy Strategy for Nunavut*. This strategy focuses on reducing the reliance on fossil fuels, finding alternative energy sources, and promoting the efficient use of energy in the territory. The department is working with all other GN departments and agencies to implement *Ikummatiit*.

## **Labour Market**

On average for 2008 in the 10 largest communities in Nunavut, the number of people working was estimated at 8,600, down by 600 from the previous year. This employment decrease pushed the annual average employment rate down to an estimated 60.3% in 2008. The employment rate in Nunavut's 10 largest communities decreased in 2008 from 2007.

Following two years of employment growth, Nunavut's 10 largest communities had a decrease in the number of employed people from 2007 to 2008. The decline was both amongst Inuit and non-Inuit. In 2008, the employment rate was 50.2% for Inuit and 90.1% for non-Inuit, a wider difference compared with the previous year. The unemployment rate amongst Inuit edged up by 3 percentage points in 2008 to an estimated 15.3%.

The Nunavut Bureau of Statistics monitors and reports monthly on labour force statistics. The challenge of improving employment opportunities, and the capacity of Nunavummiut to gain that employment, is one that is shared across government. The government must continue to strive not only for public service employment, but also to enable and promote growth of economy through the private sector.

## **CORE BUSINESS**

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

	<b>Budget (\$000)</b>			
	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
Executive	6,187	<b>7,050</b>	7,658	7,245
Statistics	578	<b>900</b>	943	943
Policy and Communications	2,414	<b>2,750</b>	2,921	2,929
Intergovernmental Affairs	2,799	<b>3,156</b>	3,544	3,537
<b>TOTAL</b>	<b>11,978</b>	<b>13,856</b>	<b>15,066</b>	<b>14,654</b>

## Executive

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

## 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.
- To manage the GN access to information and protection of privacy requirements.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
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<b>Deputy Minister's Office</b>		752	<b>760</b>	800	800
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This office supports and organizes the overall work of Cabinet and its committees. It also coordinates the Deputy Ministers Committee and its subcommittees, as well as leading interdepartmental policy coordination.

<b>Cabinet Registrar</b>		314	<b>347</b>	365	365
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The Registrar facilitates, coordinates and supports the work of Cabinet by creating the conditions under which accurate and secure information can be collected, registered, recorded, translated and distributed to Cabinet and within the Government of Nunavut.

<b>Premier's Office</b>		1,053	<b>1,071</b>	1,130	1,130
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The Premier has a budget to cover five staff and relevant operational expenses. Within a framework set by Cabinet and legislation, the Premier guides the activities of the office.

<b>Ministers' Offices</b>		2,914	<b>3,371</b>	3,499	3,499
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Each Minister has a budget to cover two staff and relevant operational expenses. The Ministers, within a framework set by Cabinet and legislation, guide the activities of these offices.

<b>Commissioner's Office</b>		227	<b>302</b>	242	247
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The Commissioner and Deputy Commissioner of Nunavut are federal appointees. The Commissioner performs constitutional and statutory duties and assists in protocol and cultural capacities supported by one staff person.

**Utility Rates Review Council (URRC)** 117                      **167**                      574                      156

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

**Access to Information**                      150                      **156**                      166                      166

The Access to Information (ATIPP) function ensures compliance with the *Access to Information and Protection of Privacy Act*; provides coordination of all activities and training; liaises with the Information and Privacy Commissioner; and provides consultative services to government staff in relation to access and privacy.

**Social Advocacy Office**                      660                      **876**                      882                      882

This office will coordinate policies and programs to assist disadvantaged and vulnerable groups within our society. Initially, it will continue and expand the work of the Women's Secretariat, contribute to a Nunavut suicide-prevention strategy, and undertake study of children's advocacy.

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**Total, Executive**                      **6,187**                      **7,050**                      **7,658**                      **7,245**

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**Priorities (2008-09)**

- Implement action areas of the *Annirusuktugut* Suicide Intervention and Prevention Strategy.  
*Status: The Uqaqatigiilluk! suicide-prevention training program was launched in March 2009 and will be delivered in many Nunavut communities over the coming year.*
- Work with non-governmental agencies involved in the prevention of suicide to enhance and sustain progress at reducing suicide rates in Nunavut.  
*Status: An interagency working group with Embrace Life Council and Nunavut Tunngavik is seeking public input on the development of a comprehensive Nunavut strategy, which is hoped can be completed in the spring of 2009.*
- Improve support of Cabinet and its committee processes, administration, record management, and tracking process through the use of new programs and technologies.  
*Status: The process for Development of Legislation has been revised, to improve Cabinet's oversight over legislative initiatives and for better responsiveness to the Standing Committee of the Legislative Assembly.*
- Train and support the Cabinet Registrar intern.  
*Status: The incumbent has resigned from the Government of Nunavut and the funding was redistributed to other internship opportunities in the GN.*

- Assist in the coordination of a business plan and marketing strategy for the 2010 Olympic Winter Games.  
*Status: Economic Development & Transportation has led the participation in the Olympics, with help from CLEY and EIA. This will continue until March 2010.*
- Continue to work with the Assistant Deputy Minister committee to ensure that appropriate training is available.  
*Status: Remains to be completed. The Department will lead the reestablishment of Assistant Deputy Ministers' committees as a way of increasing both interdepartmental cooperation and as experiential learning for the participants (following the guiding principle of Pilimmaksarniq).*
- 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: Remains to be completed concurrently with training for ADM's.*
- 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.  
*Status: The interdepartmental Deputy Ministers on Economy, Environment and Land group has been instrumental in improving GN response to resource development projects and improvements to the regulatory system.*

### **Priorities (2009-10)**

- Continue to provide Access to Information and Protection of Privacy training to all Government of Nunavut staff especially in the fields of managing electronic data and the use, disclosure and retention of personal information.
- Improve support of Cabinet and its committee processes, administration, record management, and tracking process through the use of new programs and technologies.
- Significantly increase interdepartmental collaboration and coordination, at all levels of the organization, with emphasis on meeting the priorities of *Tamapta/CL<sup>CC</sup>: Building our future together.*
- Develop a leadership strategy, with the Department of Human Resources, that addresses succession planning for senior management positions.

### **Statistics**

The Nunavut Bureau of Statistics gathers, records, analyzes and distributes statistical data on Nunavut to Nunavummiut and across Canada. It makes data available to assist government in their decision-making, planning, implementation and evaluation, as well as to make information available to the public. The Statistics division also manages and conducts surveys for Nunavut in conjunction with Statistics Canada.

## Objectives

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

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
Statistics		578	900	943	943
<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>578</b>	<b>900</b>	<b>943</b>	<b>943</b>

## Priorities (2008-09)

- Develop regulations related to the *Statistics Act* and its implementation.  
*Status: Work in progress.*
- Publish Nunavut specific summaries of the Statistics Canada data from the 2006 Census data at the territorial, regional and community level.  
*Status: Completed and made available to the public through the Nunavut Bureau of Statistics website at [www.gov.nu.ca/eia/stats](http://www.gov.nu.ca/eia/stats).*
- 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.  
*Status: Completed and made available to the public through the Nunavut Bureau of Statistics website.*
- Participate in the development of the Nunavut General Monitoring Program established under the Nunavut Land Claims Agreement.  
*Status: We have participated in this ongoing exercise and provided our comments. This work will continue over the coming years.*

## Priorities (2009-10)

- Develop regulations related to the *Statistics Act* and its implementation.
- Identify, analyze, source and publish existing Nunavut specific data collected within the GN and other levels of government, as the second phase of the major data development activity.
- Assist with the collection phase of the Nunavut Housing Needs Survey.

- Conduct the Government of Nunavut Employees Survey.
- Continue to negotiate with Health Canada to increase smoking surveillance so as to provide better data on smokers for educational purposes.
- Produce statistical data on major economic events and make it available through a “Nunavut Fact Sheet”.
- Respond to data needs that will be generated through the Nunavut General Monitoring Program as it moves forward.

## **Policy and Communications**

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

The Communications Division is committed to supporting interaction of the Government of Nunavut with other organizations and with Nunavummiut. It will establish and maintain active two-way communications with the public and easy access to programs and services.

## **Objectives**

- To liaise with government departments on their submissions to Cabinet,
- To ensure the development of simple and understandable government policies and business plans
- To produce effective program evaluation, performance measurement, and evaluation consultation services on matters of Nunavut-wide interest,
- To provide leadership within the Government of Nunavut on various interdepartmental committees, and
- To provide ongoing support and evaluation for decentralization.
- To promote the Government of Nunavut and ensure information is available to the public across Nunavut and around the world.



<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Sustainable Development</b>		560	<b>655</b>	679	679
Formerly known as Economy, Environment and Land. 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.					
<b>Policy and Planning</b>		573	<b>534</b>	691	699
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, business planning and providing an evaluation function on all Requests for Decision prior to Cabinet consideration.					
<b>Evaluation</b>		372	<b>420</b>	447	447
The Evaluation section conducts program evaluations and serves as a resource to other departments and agencies with respect to evaluation and performance measurement.					
<b>Communications</b>		909	<b>1,141</b>	1,104	1,104
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.					
<b>Total, Policy and Communications</b>		<b>2,414</b>	<b>2,750</b>	<b>2,921</b>	<b>2,929</b>

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

- Canvass evaluation projects in support to departmental programs and services.  
*Status: All departments were canvassed. A program specific assessment project was initiated, developed and implemented.*
- Implement strategies to improve program delivery and support for the decentralized offices.  
*Status: Current and historical information was collected on some of the challenges faced by decentralized offices.*
- Establish a GN performance measurement system to enhance program and service delivery.  
*Status: A draft evaluation framework document was developed as a reference document for departments.*

- Monitor the status and targets set in the departmental Inuit Employment Plan.  
*Status: The department established and monitored the achievement of targets in their Inuit Employment Plan.*
- Enhance the program evaluation capacity of new staff within the division.  
*Status: The current and new staff members took part in professional development opportunities.*
- Coordinate GN participation in the development of the Nunavut General Monitoring Program.  
*Status: The Department sits on the NGMP Working Group, which is comprised of the NLCA parties. The group is working on reaching agreement on the roles and responsibilities of each party for carrying out the preliminary 5-year Work Plan.*
- Coordinate and lead the Government's working committee on the economy, land and environment.  
*Status: The Working Group continues to work in a consensus based approach while coordinating the efforts of the Government of Nunavut in the areas of economy, environment and land.*
- Re-establish the inter-departmental communications committee.  
*Status: Committee members plan to meet monthly to re-establish the committee to examine ways to better meet growing demands on communications. The committee was re-established and contributed to celebrations of Nunavut's 10<sup>th</sup> anniversary on April 1, 2009.*
- Assist Energy Secretariat in producing print material and other communications material.  
*Status: Radio ads, newspaper ads and posters were developed.*
- Assist CLEY with communication material/activities on the *Official Languages Act* and *Inuit Language Protect Act*.  
*Status: The Department will work with CLEY on the creation of materials and activities for Nunavummiut throughout the implementation of the two Acts. EIA Communications will also engage external agencies to assist in the delivery.*

**Priorities (2009-10)**

- Assist in the development of an action plan and an implementation plan for *Tamapta/CL<sup>5</sup>C: Building our future together*.
- Monitor and report on the achievement of objectives in *Tamapta*.
- Establish a GN performance measurement system to enhance service delivery.
- Implement strategies to improve support for decentralized offices.
- Advance the Nunavut General Monitoring Program by working with all parties to submit a proposal to the Government of Canada.
- Develop a government wide consultation policy and guidelines.
- Develop a Government of Nunavut Communications Strategy.

## 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.

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. 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.

### 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
- Leads the GN's negotiation for an agreement with Canada and NTI on the devolution of jurisdictional responsibility over Crown land and non-renewable resources in Nunavut

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Aboriginal and Circumpolar Affairs</b>		412	<b>408</b>	424	424

Manages and advises on government policies and positions relating to the implementation of the *Nunavut Land Claims Agreement*, relations with Nunavut Tunngavik Incorporated, and relations with the federal, provincial and territorial governments on other aboriginal land claims that overlap with the Nunavut Territory.

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>	1,065	<b>1,114</b>	1,367	1,360
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Leads the GN's preparation for negotiations with the Government of Canada and Nunavut Tunngavik Incorporated towards the conclusion of a devolution agreement. The transfer of provincial-like authority over Crown land and non-renewable resources in Nunavut is a priority of the GN and essential for the Territory's long-term political and economic development.

<b>Intergovernmental Affairs</b>	551	<b>665</b>	701	701
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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>	347	<b>321</b>	339	339
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The GN Ottawa Office is led by the ADM for Intergovernmental Affairs. 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>Energy Secretariat</b>	424	<b>648</b>	713	713
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The Energy Secretariat is responsible for the development and implementation 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 coordinate GN action on Cabinet level energy decisions.

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<b>Total, Intergovernmental Affairs</b>	<b>2,799</b>	<b>3,156</b>	<b>3,544</b>	<b>3,537</b>
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### Priorities (2008-09)

- Preparation and participation in the Western Premiers' Conference in Prince Albert, Saskatchewan in May, 2008.  
*Status: Premier attended the 2008 Western Premier's conference; attention was given to Arctic sovereignty.*
- 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.  
*Status: Premier attended the 2008 Council of the Federation in Quebec City; attention was given to access to housing to support labour market participation.*

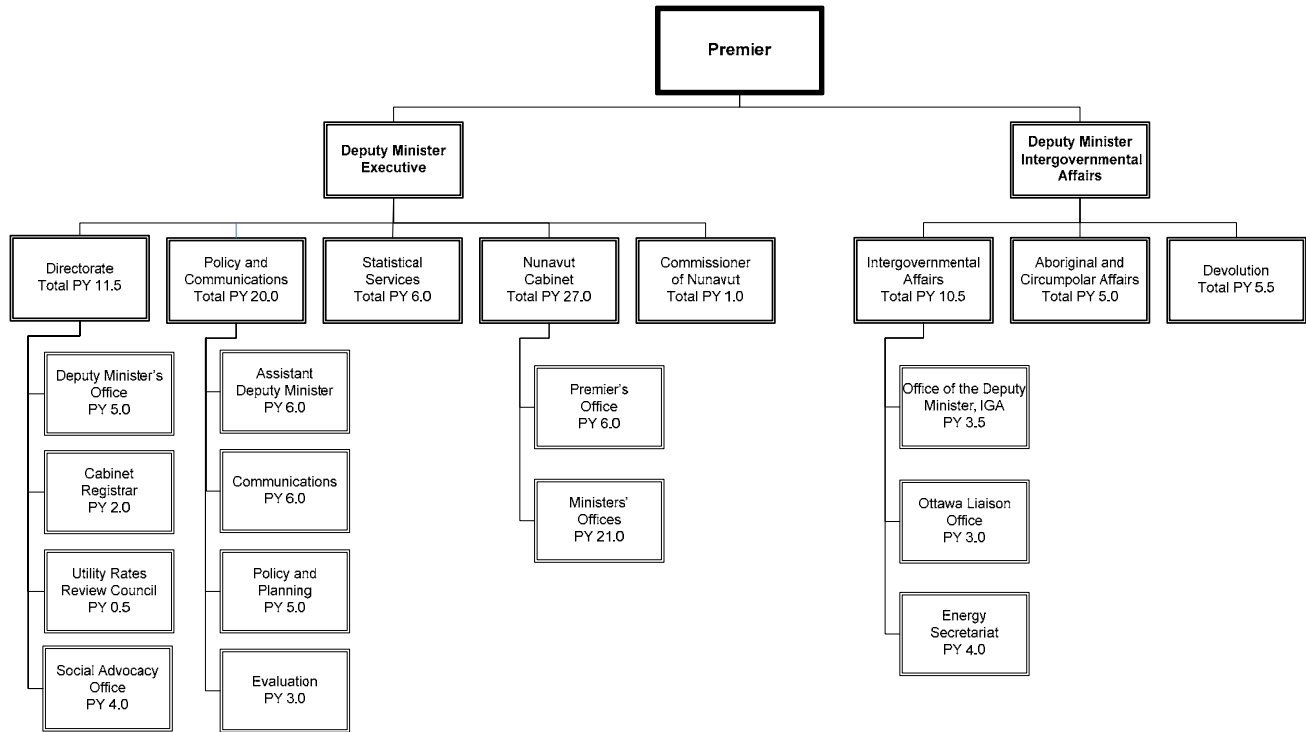
- Continue implementation work on the Northern Vision dialogue and in working groups, with a report to Northern Premiers at their meeting in NWT.  
*Status: Premiers met in Yellowknife on June 28, 2008. Their communiqué summarized discussions on housing, labour market, cost of living, climate change, energy efficiency, transportation infrastructure, devolution and relations with the federal government.*
- Coordinate provincial and territorial support for the pan-Inuit training initiative.  
*Status: Work is ongoing with the Department of Education and ITK and jurisdictions where Inuit reside.*
- 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.  
*Status: Nunavut has officially joined the Northern Forum, but due to conflicting commitments and the 2008 election, we have not yet attended any meetings. The DM Committee has been subsumed by a newer Sustainable Development Committee, we continue to work with and foster our excellent relationship with Greenland.*
- Formalize the GN protocol process for visiting delegations and dignitaries from other jurisdictions.  
*Status: This requires more work to conclude a protocol that reflects Nunavut's unique culture.*
- Complete the negotiations process of the Implementation Contract for the Nunavut Land Claims Agreement.  
*Status: There have been no official discussions or negotiations while the NTI lawsuit for breach of the NLCA against the federal government is before the courts.*
- Work with Nunavut Tunngavik Incorporated on advancing the priorities set out in the Iqqanaijaqatigiit Protocol.  
*Status: Both organizations are working on a renewed 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: Nunavut has contributed and participated in the international polar year by attending conferences, seminars and focus groups and in dialogue with Canada on the polar-year activities.*
- 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.  
*Status: All three parties have agreed to a negotiation protocol, all three parties – Canada, Nunavut and NTI - now have either a chief negotiator or representative. Canada has yet to secure a negotiation mandate; therefore formal negotiations have yet to begin.*

- Implement the *Ikummatiit* Energy Strategy through a coordinated approach with affected departments and agencies.  
*Status: A draft implementation plan has been developed with all relevant GN departments and agencies.*

**Priorities (2009-10)**

- Engage Canada and NTI in formal negotiations for the transfer of provincial-like authority over Crown land and non-renewable resources.
- Participate in the ratification of the Eeyou Marine Region claims agreement.
- Assist Nunavummi Tasiujarjuamiunguqatigiit Katutijjiqatingiingit (NTK)/ Nunavut Hudson Bay Inter-Agency Working Group with hosting the Hudson Bay Awareness Summit.
- Implement the *Nunavik Land Claims Agreement*.
- Negotiate settlement of the Athabasca and Manitoba Denesuline claims, with Canada.
- Develop an energy public awareness strategy with relevant departments and agencies.
- Prepare for and participate in the Western Premiers' Conference in Dawson City, Yukon, June 2009.
- Contribute to the work plan for the Council of the Federation (CoF) and support the Premier in her attendance at CoF meetings including the annual meeting in Regina Saskatchewan in August 2009.
- Continue implementation work on the Northern Vision dialogue and in working groups, with a report to Northern Premiers at their July 2009 meeting.
- Contribute to the work of the Northern Forum, the Arctic Council Advisory Committee and the Deputy Ministers' Committee on Sustainable Development 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 to advance the priorities set out in a revised protocol for working together with NTI.
- Implement the *Ikummatiit* Energy Strategy through a coordinated approach with affected departments and agencies.

## Appendix I: Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	82.0
Vote 4/5 PYs	4.5
Revolving Fund PYs	-
<i>Total PYs</i>	<b>86.5</b>

## Appendix II: Financial Summary

Branch	2008 – 2009 Main Estimates		2009 – 2010 Main Estimates		2010 – 2011 Planned		2011 – 2012 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>								
Salary	1,249	12.5	1,472	11.5	1,629	11.5	1,575	11.5
Grants & Contributions	300		300		300		300	
Other O&M	444		534		858		494	
<b>Subtotal</b>	<b>1,993</b>		<b>2,306</b>		<b>2,787</b>		<b>2,369</b>	
<b>STATISTICAL SERVICES</b>								
Salary	430	5.0	740	6.0	794	6.0	794	6.0
Grants & Contributions	–		–		–		–	
Other O&M	148		160		149		149	
<b>Subtotal</b>	<b>578</b>		<b>900</b>		<b>943</b>		<b>943</b>	
<b>POLICY AND COMMUNICATIONS</b>								
Salary	1,989	18.0	2,156	20.0	2,447	20.0	2,447	20.0
Grants & Contributions	–		–		–		–	
Other O&M	425		594		474		482	
<b>Subtotal</b>	<b>2,414</b>		<b>2,750</b>		<b>2,921</b>		<b>2,929</b>	
<b>NUNAVUT CABINET</b>								
Salary	2,803	27.0	3,076	27.0	3,305	27.0	3,305	27.0
Grants & Contributions	–		–		–		–	
Other O&M	1,164		1,366		1,324		1,324	
<b>Subtotal</b>	<b>3,967</b>		<b>4,442</b>		<b>4,629</b>		<b>4,629</b>	
<b>COMMISSIONER OF NUNAVUT</b>								
Salary	127	1.0	154	1.0	165	1.0	165	1.0
Grants & Contributions	10		10		10		10	
Other O&M	90		138		67		72	
<b>Subtotal</b>	<b>227</b>		<b>302</b>		<b>242</b>		<b>247</b>	



Department of Executive and Intergovernmental Affairs

Branch	2008 – 2009		2009 – 2010		2010 – 2011		2011 – 2012	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PY's	\$000	PY's	\$000	PY's	\$000	PY's
<b>INTERGOVERNMENTAL AFFAIRS</b>								
Salary	890	8.0	1,204	10.5	1,293	10.5	1,293	10.5
Grants & Contributions	–		–		–		–	
Other O&M	432		430		460		460	
<b>Subtotal</b>	<b>1,322</b>		<b>1,634</b>		<b>1,753</b>		<b>1,753</b>	
<b>ABORIGINAL &amp; CIRCUMPOLAR AFFAIRS</b>								
Salary	257	5.0	215	5.0	231	5.0	231	5.0
Grants & Contributions	90		90		90		90	
Other O&M	65		103		103		103	
<b>Subtotal</b>	<b>412</b>		<b>408</b>		<b>424</b>		<b>424</b>	
<b>DEVOLUTION</b>								
Salary	621	5.5	658	5.5	911	7.0	911	7.0
Grants & Contributions	–		–		–		–	
Other O&M	444		456		456		449	
<b>Subtotal</b>	<b>1,065</b>		<b>1,114</b>		<b>1,367</b>		<b>1,360</b>	
<b>TOTAL</b>	<b>11,978</b>	<b>82.0</b>	<b>13,856</b>	<b>86.5</b>	<b>15,066</b>	<b>88.0</b>	<b>14,654</b>	<b>88.0</b>

## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As of December 31, 2008		Target for March 31, 2010	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>49</b>	<b>100</b>	<b>*58.5</b>	<b>100.0</b>
Total Filled Positions	34	69.4	49.5	84.6
Total Vacancies	15	30.6	9.0	15.4
Total Beneficiaries	21	61.8	34.0	68.7
<b>Total Executive Positions</b>	<b>4</b>	<b>100</b>	<b>4.0</b>	<b>100.0</b>
Total Filled Executive Positions	4	100.0	4.0	100.0
Total Vacant Executive Positions	0	0.0	0.0	0.0
Total Beneficiaries in Executive Positions	2	50.0	2.0	50.0
<b>Total Senior Management Positions</b>	<b>8</b>	<b>100</b>	<b>8.0</b>	<b>100.0</b>
Total Filled Senior Management Positions	5	62.5	6.0	75.0
Total Vacant Senior Management Positions	3	37.5	2.0	25.0
Total Beneficiaries in Sr. Management Positions	2	40.0	3.0	50.0
<b>Total Middle Management Positions</b>	<b>5</b>	<b>100</b>	<b>6.0</b>	<b>100.0</b>
Total Filled Middle Management Positions	3	60.0	4.0	66.7
Total Vacant Middle Management Positions	2	40.0	2.0	33.3
Total Beneficiaries in Middle Management Positions	1	33.3	2.0	50.0
<b>Total Professional Positions</b>	<b>13</b>	<b>100</b>	<b>17.5</b>	<b>100.0</b>
Total Filled Professional Positions	6	46.2	15.5	88.6
Total Vacant Professional Positions	7	53.8	2.0	11.4
Total Beneficiaries in Professional Positions	3	50.0	8.0	51.6
<b>Total Paraprofessional Positions</b>	<b>11</b>	<b>100</b>	<b>13.0</b>	<b>100.0</b>
Total Filled Paraprofessional Positions	10	90.9	11.0	84.6
Total Vacant Paraprofessional Positions	1	9.1	2.0	15.4
Total Beneficiaries in Paraprofessional Positions	8	80.0	10.0	90.9
<b>Total Administrative Support Positions</b>	<b>8</b>	<b>100</b>	<b>10.0</b>	<b>100.0</b>
Total Filled Administrative Support Positions	6	75.0	9.0	90.0
Total Vacant Administrative Support Positions	2	25.0	1.0	10.0
Total Beneficiaries in Administrative Support Positions	5	83.3	9.0	100.0

\* 86.5 total approved person years (PY's) for EIA,  
less Ministerial office staff & Commissioner's staff (28) = 58.5 PY's

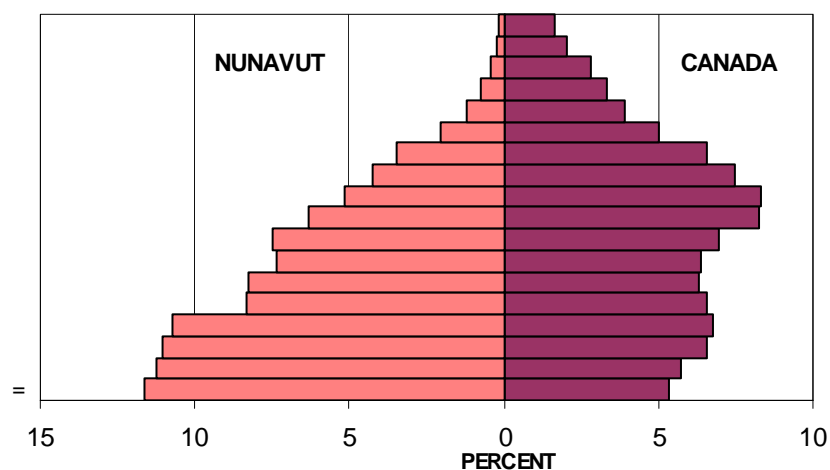
## Appendix IV: Population Statistics

Nunavut and Canada Population by five year age groups, 2006 Census

	Nunavut	Canada	% Nunavut	% Canada
0 to 4 years	3,425	1,690,540	11.6	5.3
5 to 9 years	3,310	1,809,375	11.2	5.7
10 to 14 years	3,260	2,079,925	11.1	6.6
15 to 19 years	3,165	2,140,490	10.7	6.8
20 to 24 years	2,455	2,080,385	8.3	6.6
25 to 29 years	2,430	1,985,580	8.2	6.3
30 to 34 years	2,165	2,020,225	7.3	6.4
35 to 39 years	2,205	2,208,270	7.5	7.0
40 to 44 years	1,860	2,610,460	6.3	8.3
45 to 49 years	1,515	2,620,600	5.1	8.3
50 to 54 years	1,245	2,357,305	4.2	7.5
55 to 59 years	1,025	2,084,625	3.5	6.6
60 to 64 years	605	1,589,870	2.1	5.0
65 to 69 years	355	1,234,575	1.2	3.9
70 to 74 years	230	1,053,785	0.8	3.3
75 to 79 years	120	879,575	0.4	2.8
80 to 84 years	60	646,705	0.2	2.0
85 years and over	50	520,610	0.2	1.6
<b>Total</b>	<b>29,475</b>	<b>31,612,900</b>	<b>100.0</b>	<b>100.0</b>

Source: Statistics Canada, 2006 Census, Catalogue 94-575-XCB2006001

### NUNAVUT AND CANADA POPULATION BY 5 YEAR AGE GROUPS, 2006 CENSUS



## **APPENDIX V – Decentralization Report**

Since 2000, decentralization has been a permanent feature of government, with the purpose of bringing government closer to the people and ensuring that the economic benefits of the public service are distributed across the territory.

The GN has decentralized 459 government positions from virtually all departments and agencies to the 10 designated communities. The initial decentralization plan was developed with the hope of suiting designated communities with specific jobs that would enhance employment and training opportunities for local residents.

The government in its second mandate reaffirmed commitment to a decentralized government. The last moves were completed in 2004 when the Statistics Bureau and Evaluation office of the Department of Executive and Intergovernmental Affairs was decentralized to Pangnirtung.

The GN has however faced some challenges since completion of the initiative. There has been a persistently high vacancy rate for decentralized positions in many communities. Of the 459 decentralized positions in the GN, the numbers of vacancies have fluctuated between 105-125 positions over the past few years. However, Inuit employment rates for departments for those filled positions have been quite steadily averaging around 56% and positions filled by local residents at around 65%.

Aside from capacity issues, decentralized offices face specific challenges. A pilot project conducted in Pangnirtung assessed the challenges faced by their decentralized offices. Focus group sessions were conducted with government employees from the six different departments located in the community. Among the challenges noted are staffing, orientation, access to training, informatics services and general communication with head offices.

The Office of the Auditor General has also noted some of these challenges in relation to financial management in the GN. The Auditor General suggested that the GN consider recentralizing or regionalizing some financial management and processing functions in order to strengthen overall financial management.

In a few cases, the government has allowed the relocation of decentralized positions, but only under special circumstances. One of the most recent decisions to recentralize decentralized positions was in the case of the move of positions of the Nunavut Business Credit Corporation from Cape Dorset to Iqaluit.

The GN recognizes the need to develop innovative and creative ways to ensure success of decentralized offices. There have been discussions to address specific needs of the offices, strategies to advance Article 23 through decentralization and the need to provide on-going support to employees in decentralized functions.

## **Review**

The more successful decentralization initiatives appear to be those where job opportunities closely matched the local skill base. The Report Card exercise, which will be conducted by external reviewers by the fall of 2009, will provide the GN with valuable information to help reassess decentralization initiatives in government.

The review will help determine strengths and weaknesses and assist in delivering options for moving forward with improvements. Recommendations could be developed with a goal of ensuring that economic benefits of public service employment are widely distributed across the territory.

Over the past few years, the total number of government positions in communities has also increased and will continue to increase as new capital projects are completed in communities. These increases are not currently captured through monitoring of decentralized positions, but strategies should take into account the development of government structure in those areas as well.

To date, the GN has spent considerable amount of time and resources for decentralization: approximately \$12 million in operations, \$20 million in capital expenditures and \$600 thousand on settlements for employees who declined to move when their position was decentralized.

The expenditures for this initiative are a reflection of the commitment of government to share economic benefits with Nunavummiut and bring government closer to home. It has provided hundreds of jobs to communities and has increased Inuit employment throughout the territory, supporting this government's commitments in *Tamapta/CLC: Building our future together*.

**Department of  
Finance**

**Business  
Plan**

***2009-2010***

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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 *FAA* 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.

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 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 societal values 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 mandate.

### **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 societal values into the working environment of the Department of Finance.

## **STRATEGIC LINK TO TAMAPTA**

As the department responsible for fiscal matters we will continue our work to ensure that GN spending is targeted at initiatives that will contribute to the achievement of the vision of the Third Legislative Assembly of Nunavut and will help us to build our future together. We believe that adequate and appropriate financial controls, robust financial management, and financial reporting are essential tools that allow us to contribute to building our future together.

Through the Public Agency Council, Finance provides support to our territorial corporations which will directly contribute to the achievement of the priorities laid out in *Tamapta/CL<sup>CC</sup>: Building our future together*. In 2009-10 our relationship with the territorial corporations will be strengthened and formalized through a Memorandum of Understanding process that will clearly define the roles and responsibilities of both the GN and each territorial corporation.

### **Improve education and training outcomes**

We will continue our efforts to provide important financial training across the GN through the creation of training materials for program managers, and providing training sessions on the Financial Administration Manual. In addition, we will continue to encourage on-going professional development within Finance to ensure that Finance employees continue to grow in their positions and advance in their careers. In 2009-10 we will work closely with the Department of Human Resources to ensure that the comprehensive GN Human Resources Strategy includes specific elements that will enhance finance-related training in Nunavut.

### **Support community-based, sustainable economies**

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 community-based initiatives 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. In addition, Finance will continue supporting programs such as the Nunavut Electrical Subsidy which serve to encourage economic development at the community level.

### **Address social concerns at their roots**

As the department responsible for the Nunavut Liquor Commission and Liquor Enforcement and Inspections, we are committed to promoting the responsible use of liquor. We will continue working with our partners within the GN to address issues

related to alcohol abuse. We will also continue to support communities that wish to change their alcohol systems.

### **Enhance our recognition in Canada and the world**

In our role of monitoring and negotiating fiscal transfers such as the Territorial Formula Financing Agreement, Finance is often in a position to not only advocate for our territory but to share our unique perspectives with our counterparts at the national table. We will continue to assert our presence outside of Nunavut.

Finance will also continue to build the GN's financial credibility through increased consultation and collaboration with our Provincial/Territorial colleagues, Federal Finance and the Office of the Auditor General.

## **INUIT EMPLOYMENT PLAN**

### **Departmental Inuit Employment Goal**

The Department's Inuit employment target is 50% for 2009/10, which is 73 beneficiaries based upon a filled positions rate of 70%, or 147 positions. The Department's total staff complement for 2009-2010 is 209 positions.

At December 31, 2008, the Department had 61 beneficiaries employed, out of 137 filled positions, which represented 45% of filled positions. The total number of department positions for December 31, 2008 was 206.

In addition, of the 69.5 vacant positions at December 31, 2008, 21 were filled by casual employees, 10 of whom were beneficiaries.

Inuit employment was highest in the Igloolik regional office at 100% and lowest in Iqaluit's Headquarters offices at 29%.

### **Departmental Inuit Employment Targets**

At December 31, 2008, of the six categories of employees, the most senior categories have the fewest number of beneficiaries employed, whereas, the least senior categories has the largest number of beneficiaries employed. The range is from nil for the Executive and Senior Management categories to 89% for the Administrative Support category.

Since Inuit employment is fairly high for the Administrative Support and Paraprofessional categories, the department's goal is to increase Inuit employment in the Middle Management category.

## **Departmental Inuit Employment Initiatives**

The Department has a number of initiatives that will increase Inuit employment, which include:

- Hiring beneficiaries through the Summer Student Employment Program, so that students can determine if a career in finance fits their career aspirations and to develop their workplace skills;
- Hiring beneficiaries as casual employees to provide them with an opportunity to experience first-hand what a career in finance could be and if they would like to pursue a career path in this area;
- Identifying high potential beneficiaries and “streaming” them into an intern position; and
- Attending high school career fairs to raise the visibility of a career in finance.

## **ENVIRONMENTAL SCAN**

A primary concern in 2009-10 is the current state of the Canadian economy and the impact of the global financial crisis on Nunavut. Fortunately, Canadians did not experience the impact of the crisis as severely as did the Americans. Canadian financial institutions practiced more stringent lending practices and were governed by stricter regulations. Presently, home prices are stabilizing and financial institutions have sufficient capital. Canada, however, is not in the clear and remains vulnerable. At the very least, commodity prices will remain low with diminished demand and as Canadian exports to the U.S. market decline.

The Territorial Formula Financing grant that Nunavut receives from the federal government as well as its public finances are secure. However, Nunavut might face other challenges due to the crisis such as negative impacts upon much needed capital expenditures and private investment. Nunavut’s private sector is particularly vulnerable due to its intensive need for credit and capital to maintain its daily operations.

The mineral exploration and mining sector, which is important to the Nunavut economy, will be significantly impacted. This industry requires large expenditures for capital and exploration and it must receive a large portion of these funds from private investors/shareholders. Investors may not be as likely to provide capital to many of Nunavut’s mining companies due to the financial crisis. In the coming year, for example, expenditures in mineral exploration activity in Nunavut are expected to decline by \$100 million. A decrease in the private sector in Nunavut is of great concern, as it will decrease Nunavut’s self-reliance and increase its dependence on the federal government.

In federal Budget 2009, several investments in infrastructure were identified to stimulate the economy. Several of these initiatives require matching funds from the

Government of Nunavut, and the majority of the funding is for projects with completed designs that are ready for construction. The roll out of these measures will be a major focus of the department over the next two years. In addition, it will be important to monitor announced funding to ensure that Nunavut receives its fair share from each funding initiative.

In 2008-09, Finance continued its work to strengthen financial management, meeting our statutory tabling requirements for the 2007-08 Interim Financial Statements. In addition, in October, 2008, the Strengthening Financial Management funding arrangement was signed with the federal government and funds began flowing to Nunavut. 2009-10 will see funding under this arrangement focused on improving network speed across the GN, completing the Financial Administration and Procedures Manuals, creating a Financial Training Manual for Program Managers, further improving our financial reporting through the Public Accounts, and streamlining the financial systems.

The management of fiscal resources is linked to the availability of human resources. 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.

In 2009-10, Finance will work closely with public agencies to identify which entities will be migrating to International Financial Reporting Standards. The department will then assist with the development of implementation plans to ensure that new reporting standards are achieved within set timelines. The introduction of new agreements with all public agencies, through comprehensive Memorandums of Understanding, coupled with policy-driven annual expectation letters will elevate our mutual relationships to a new level.

The department will continue to enhance the delivery of financial services to Nunavummiut by incorporating a shared service approach to all centrally administered services. This initiative will be pursued in 2009-10 with a concrete action plan to streamline financial services across the GN.

In 2008-09, a significant cost pressure on the GN was the price of oil. A large share of the GN's budget will continue to be allocated, directly and indirectly, to purchase a significant proportion of the oil that is consumed in Nunavut. The cost of oil itself reached all time highs at the time of last year's sealift. While those costs are anticipated to decrease for the next resupply, Finance will consider the use of subsidies such as the Homeowner Fuel Rebate should this not be the case.

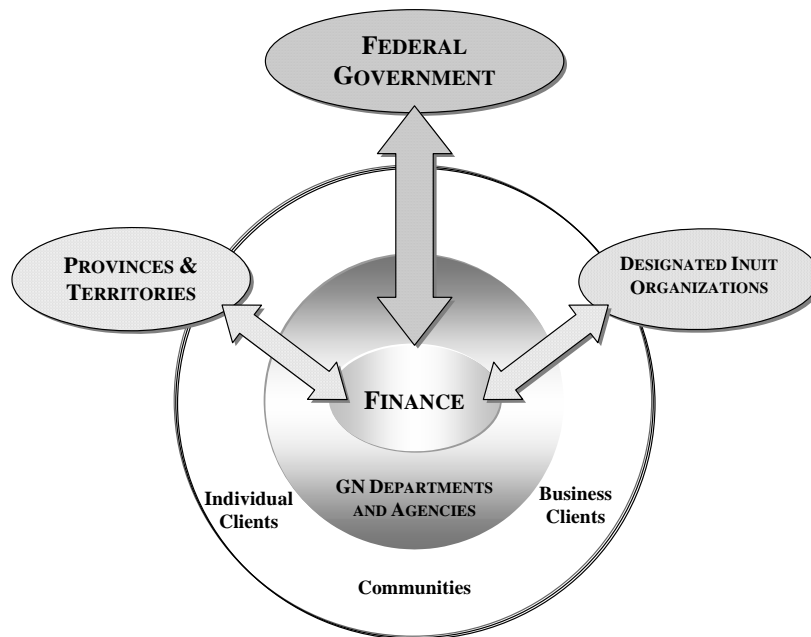
Over 90% of public funds in Nunavut are currently generated from the federal government either in the form of an unconditional grant or from a number of transfers for specific purposes. The balance, own source revenue, is the result of internal efforts to raise funds through specific taxes, such as income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

Given the Government of Canada's recent appointment of a Chief Federal Representative for Nunavut devolution, Finance will be dedicating further resources to devolution. 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 will provide Nunavut with control and the opportunity to collect royalties from its natural resources.

In 2008-09, the GN negotiated a new collective agreement with the Nunavut Employees Union. 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.

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.



## CORE BUSINESS

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

	Budget (\$000)			
	2008-09	2009-10	2010-11	2011-12
Advisory and Administrative	1,685	<b>1,217</b>	1,230	1,230
Policy and Planning	3,322	<b>2,863</b>	2,999	3,055
Financial Management	3,177	<b>2,534</b>	2,619	2,652
Internal Audit Services	1,148	<b>992</b>	1,041	1,041
Comptrollership	13,924	<b>14,115</b>	14,918	14,815
Centrally Administered Funds	30,620	<b>33,162</b>	33,009	33,023
<b>TOTAL</b>	<b>53876</b>	<b>54,883</b>	<b>55,816</b>	<b>55,816</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 vision of self-reliance.
- Provide a leadership role to all deputy heads across the GN.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Directorate</b>		1,685	<b>1,217</b>	1,230	1,230
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>1685</b>	<b>1,217</b>	<b>1,230</b>	<b>1,230</b>

#### 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.

**Status:** *Completed. The five-year funding arrangement for Strengthening Financial Management and Network Capacity was signed and funding began to flow in October 2008. Priorities arising out of this initiative can be found linked to the responsible divisions.*

- 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.

**Status:** *Ongoing. Open lines of communication exist with our Federal/Provincial and Territorial colleagues 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.

**Status:** *Ongoing. This initiative is an essential part of daily business at Finance.*

- 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.

**Status:** *Completed. The IAC enjoys a renewed role in the territory that will be further refined as the new government analyses the results of the report card exercise.*

### **Priorities (2009-10)**

- Following the lead of the Department of the Executive, play a major role in the development and implementation of the government's Report Card Initiative that will begin our transition into the mandate of the 3rd Legislative Assembly of Nunavut as set out in *Tamapta/CL<sup>c</sup>C: Building our future together*.
- Address the concerns identified in the *Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2009: Financial Management Practices – Follow-up on the 2005 Report to the Legislative Assembly of Nunavut* by developing and implementing a concrete action plan to address those concerns.

### **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 Public Agency Council (PAC) 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 Territorial 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 Public Agency Council, continue to provide liaison, assistance and guidance to public agencies.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
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<b>Fiscal Policy</b>		1,493	<b>1,277</b>	1,368	1,398
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Fiscal Policy is primarily concerned with the development of the Government of Nunavut's fiscal capacity. The division develops and manages 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. Of primary importance within this framework is the Territorial Formula Financing arrangement, which accounts for 90% of the territory's revenues. The division also develops fiscal and taxation policies and legislation to support fiscal capacity building, and provides advice on economic, fiscal and taxation policy to the senior management team. In addition to dealing with policy issues, the division also administers the Territory's taxation system, which includes collection, compliance and enforcement of the territory's tax legislation.

<b>Corporate Policy/Public Agency Council</b>		1,460	<b>1,109</b>	1,153	1,173
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Corporate Policy/Public 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 Public Agency Council (PAC). Corporate Policy assumes the lead role, in association with the Deputy Minister, in liaison with the Minister's Office and provides the communication function for the Department. For the PAC, 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.

**Liquor Enforcement and Inspections** 369                      **477**                      478                      484

Liquor Enforcement and Inspections is responsible for the enforcement of the *Liquor Act* 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.

**Nunavut Liquor Commission**

The Nunavut Liquor Commission is established by the Minister responsible under Part 2, Section 56(2) of the *Liquor Act*. 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>3,322</b>	<b>2,863</b>	<b>2,999</b>	<b>3,055</b>
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**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.  
**Status:** *Completed. A TFF predictive model has been developed and is being updated with current economic data.*
- 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.  
**Status:** *Completed. A new relationship model, requiring the signing of a Memorandum of Understanding for each territorial corporation has been finalized and will be implemented in 2009-10.*
- 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.  
**Status:** *Ongoing. Maintaining close productive working relationships with officials in Finance Canada and the Canada Revenue Agency on many different areas affecting Federal-Territorial relations is a part of day-to-day operations for the division.*
- Develop implementation and communication plans to facilitate the roll out of Enterprise Risk Management.

**Status:** *Ongoing. Work continues to determine the best Enterprise Risk Management model for use in Nunavut.*

- Coordinate with the Department of Justice and the Liquor Licensing Board to develop a consultation plan for the review of the *Liquor Act*.

**Status:** *Ongoing. This initiative will be a priority in 2009-10.*

- Review the operations of the Nunavut Liquor Commission to improve operations, customer service and financial responsibility.

**Status:** *Completed. New administrative initiatives have been identified to improve operations, customer service and financial responsibility. Several of these initiatives will require legislative change and some consultation prior to implementation.*

- Review the existing Business Plan process for the transition to a multi-year performance measurement planning model.

**Status:** *Completed. A new process has been proposed and will be finalized by the Department of Executive and Intergovernmental Affairs in 2009-10 and implemented for the 2010-13 Business Plan.*

### **Priorities (2009-10)**

- Via an interdepartmental committee on liquor issues, bring forward changes to the *Liquor Act* that will immediately improve customer service and administration and complete planning for a comprehensive review of the Act, including a consultation plan. This is integral to the *Tamapta* priority to address social concerns at their roots.
- In the spirit of *Tamapta/CL<sup>SC</sup>: Building our future together*, we will engage each territorial corporation to finalize and implement a Memorandum of Understanding. Each will be unique but fully defines the roles and responsibilities of the government as shareholder and the corporation as an arms-length government business entity.

### **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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Corporate Services</b>		1,841	<b>1,285</b>	1,317	1,330
<p>Corporate Services provides financial and administrative support to the Departments of Finance and Executive and Intergovernmental Affairs, 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. Corporate Services also provides the coordination and implementation of the Financial Internship Program, leading the department's Inuit societal values initiatives, and management of the Centrally Administrated Funds Branch.</p>					
<b>Expenditure Management</b>		1,336	<b>1,249</b>	1,302	1,322
<p>Expenditure Management coordinates, facilitates and provides policy and financial direction to the Government of Nunavut's 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 and generate revenue from the investment of surplus cash.</p>					
<b>Total, Financial Management</b>		<b>3,177</b>	<b>2,534</b>	<b>2,619</b>	<b>2,652</b>

### **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.  
**Status:** *This task will contribute to achieving the goals of the new government's mandate and will be incorporated into a comprehensive centralized training plan.*
- Develop and implement a strategic plan to support GN departments in their efforts to build strength within their corporate services divisions.  
**Status:** *Completed. The EIA and Health Financial Processing function has been moved into a centralized Finance area.*

- Finalize the implementation process for accrual-based budgeting on a fully consolidated basis for 2008-09.

**Status:** *An acceptable solution has been identified for an accrual-based consolidated budget as part of the Public Accounts. With this new development, the Department of Finance does not intend to actively pursue an accrual-based Main Estimates at this time. The Department will continue to monitor developments in accounting standards as well as practices in other jurisdictions.*

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

**Status:** *The Department of Finance is currently including known revenue streams and their notional cash flows as information in the Main Estimates. The Department will continue to look at options for improving revenue reporting as part of the budget process. Reconciling the Main Estimates with the Public Accounts would be accomplished through a full accrual based budgeting process. As indicated above, the GN does not intend to pursue a full accrual based budget at this time. However, the fiscal update periodically provided to the Financial Management Board does accomplish a modified reconciliation between the Main Estimates and the Public Accounts.*

### **Priorities (2009-10)**

- In order to improve education and training outcomes, we will work with the Department of Human Resources to develop a comprehensive Human Resources Strategy that includes specific elements that will enhance financial training opportunities for all Nunavummiut.
- As a central agency responsible for sound financial management that will allow individual departments to deliver programs that are essential to addressing the priorities of *Tamapta*, we will:
  - Implement quarterly reporting by departments for vote 4/5 funding agreements, with a specific focus on monitoring the receipt of revenues under these agreements.
  - Enhance monitoring and tracking of revenue sources that are outside of Territorial Formula Financing.

### **Internal Audit Services**

The Internal Audit Services Branch (IASB) 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.

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.
- Assisting the OAG with year end audit tasks.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Internal Audit Services</b>		1,148	992	1,041	1,041
IASB 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 controls over operations. IASB activity helps the Government of Nunavut accomplish its goals and objectives by carrying out a systematic review of operations for the purpose of advising as to the effectiveness, efficiency, and economy of Government of Nunavut policies, practices, procedures, controls and to make recommendations for improvements.					
<b>Total, Internal Audit Services</b>		<b>1,148</b>	<b>992</b>	<b>1,041</b>	<b>1,041</b>



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

- Fully implement the use of risk assessment for formulating the Annual Audit Plan. **Status:** *Ongoing. Final risk-assessments were received in March 2009, and the new Annual Audit Plan will be implemented in 2009-10.*
- 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. **Status:** *Ongoing. Presently, human resources capacity is best deployed to complete audits. However, we have received the Quality Assessment Manual from the Institute of the Internal Auditors and are working towards the performance of the internal quality assessment.*

### **Priorities (2009-10)**

- Implement a feedback system from audit clients, including development of a feedback questionnaire, which will allow for improved services.
- Fully implement the risk-based audit approach during 2009-10.

## **Comptrollership**

The Comptrollership line of business includes Accounting Policy and Financial Systems Management, Financial Reporting and Controls, Financial Operations, Compensation and Benefits, and Regional Financial Services. 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Accounting Policy and Financial Systems Management</b>		2,352	<b>2,599</b>	2,838	2,918
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.					
<b>Financial Reporting and Controls</b>		1,736	<b>1,504</b>	1,560	1,560
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 <i>Financial Administration Act</i> , and it provides 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.					
<b>Financial Operations</b>		2,536	<b>2,518</b>	2,618	2,499
Financial Operations provides leadership to Government of Nunavut departments and public 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.					
<b>Compensation and Benefits</b>		1,945	<b>2,419</b>	2,579	2,579
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 provides compensation and benefits services and addresses pension administration issues.					

<b>Regional Financial Services</b>	5,355	<b>5,075</b>	5,323	5,259
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.				
<b>Total, Comptrollership</b>	<b>13,924</b>	<b>14,115</b>	<b>14,918</b>	<b>14,815</b>

**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.  
**Status:** *Ongoing. The transaction processing functions of HSS and EIA have now been recentralized to the Department of Finance regional offices located in Iqaluit, Cambridge Bay and Rankin Inlet as part of a shared services model. Further recentralization of transaction processing for other departments is currently being assessed.*
- Develop a comprehensive plan to provide on-going updates and training related to FAM, financial procedures, FreeBalance and P2K.  
**Status:** *Completed. Finance, in collaboration with departments and territorial corporations, has made much progress in the rewrite of the Financial Administration Manual directives, financial systems manuals, and in the development of a new Financial Procedures Manual. The project is scheduled to be completed early in 2009-10. Information sessions were provided by Finance in the regions to all departments in both May and June 2008 and these will continue to be delivered periodically as necessary in the future.*
- 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.  
**Status:** *Completed. Over the next five years, as part of the Strengthening Financial Management arrangement with the federal government, the NFIS strategic plan will focus on standardizing secondary systems and implementing best practices for the core financial information systems.*
- Continue to improve the integrity of financial information by increasing the competency capacity in the maintenance of the general ledger.  
**Status:** *Completed. The Delegation of Authority Regulations and the FAM Directive on signing authorities were revised for approval by FMB to incorporate a signing authority matrix that will provide improved guidelines for all departments to follow and provide better control and consistency over*

*transaction processing and the resulting data in the general ledger. Finance provided training in the regions in May 2008 on these new signing authorities and other directives. Finance is also improving access to financial information from the FreeBalance and P2K systems for analysis purposes.*

- 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.

**Status:** *Ongoing. The year-end reporting process includes improved guidelines and timelines for completion of information by departments, as well as improved due diligence, quality control and assurance processes in Finance. A new reporting system has been implemented for consolidation of yearend submissions by departments and territorial corporations. Departments and territorial corporations also have improved access to accounting assistance from the Department of Finance upon request.*

### **Priorities (2009-10)**

The 2009-10 priorities of the Comptrollership Branch are essential to the role Finance has as the central agency responsible for sound financial management that will build a strong foundation for the GN's achievement of its priorities as outlined in Tamapta. Those priorities are to:

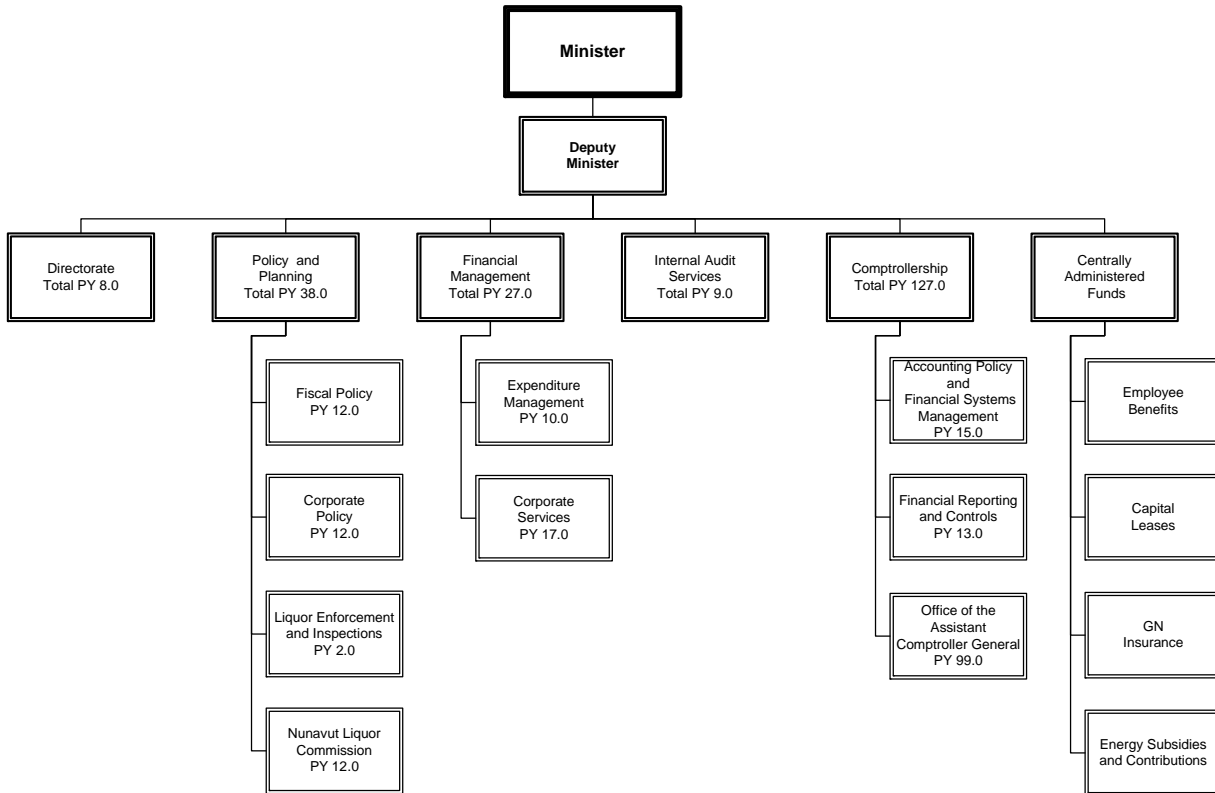
- Continue work to implement changes to the Nunavut Financial Information Systems as part of the Strengthening Financial Management initiative.
- Complete the changes to the Financial Administration Manual.
- Complete the new Financial Procedures Manual.
- Continue work on the Public Accounts Strategy as part of the Strengthening Financial Management initiative.
- Complete the Financial Handbook for Program Managers as part of the Strengthening Financial Management initiative.
- Work closely with public agencies to facilitate the migration to International Financial Reporting Standards.
- Formalize a plan to actively manage and reduce aged receivable accounts.
- Complete an implementation plan for the next phase in working towards a shared services model through the restructuring of financial services.

## Centrally Administered Funds

The Centrally Administered Funds line of business includes Employee Benefits, Capital 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>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Employee Benefits</b>		9,949	<b>12,344</b>	12,224	12,343
Employee Benefits provides funding for dental and Workers' Safety and Compensation Commission premiums, medical travel and other benefits for Government of Nunavut employees.					
<b>Capital Leases</b>		9,947	<b>9,894</b>	9,561	9,156
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>		3,524	<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>	7,200		<b>7,400</b>	7,700	8,000
Energy Subsidies and Contributions provide 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>30,620</b>		<b>33,162</b>	<b>33,009</b>	<b>33,023</b>

## Appendix I: Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	196.5
Vote 4/5 PYs	0.5
Revolving Fund PYs	12.0
<b>Total PYs</b>	<b>209.0</b>

## Appendix II: Financial Summary

Branch	2008 – 2009 Main Estimates		2009 – 2010 Main Estimates		2010 – 2011 Planned		2011 – 2012 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>								
Salary	1,257	9.0	897	8.0	922	8.0	922	8.0
Grants & Contributions	–		–		–		–	
Other O&M	428		320		308		308	
<b>Subtotal</b>	<b>1,685</b>		<b>1,217</b>		<b>1,230</b>		<b>1,230</b>	
<b>POLICY AND PLANNING</b>								
Salary	2,764	37.0	2,287	38.0	2,380	38.0	2,440	38.0
Grants & Contributions	–		–		–		–	
Other O&M	558		576		619		615	
<b>Subtotal</b>	<b>3,322</b>		<b>2,863</b>		<b>2,999</b>		<b>3,055</b>	
<b>FINANCIAL MANAGEMENT</b>								
Salary	2,763	28.0	2,193	27.0	2,280	27.0	2,310	27.0
Grants & Contributions	–		–		–		–	
Other O&M	414		341		339		342	
<b>Subtotal</b>	<b>3,177</b>		<b>2,534</b>		<b>2,619</b>		<b>2,652</b>	
<b>INTERNAL AUDIT SERVICES</b>								
Salary	997	9.0	801	9.0	850	9.0	850	9.0
Grants & Contributions	–		–		–		–	
Other O&M	151		191		191		191	
<b>Subtotal</b>	<b>1,148</b>		<b>992</b>		<b>1,041</b>		<b>1,041</b>	
<b>COMPTROLLERSHIP</b>								
Salary	11,670	120.0	11,381	127.0	11,970	127.0	11,990	127.0
Grants & Contributions	–		–		–		–	
Other O&M	2,254		2,734		2,948		2,825	
<b>Subtotal</b>	<b>13,924</b>		<b>14,115</b>		<b>14,918</b>		<b>14,815</b>	
<b>CENTRALLY ADMINISTERED FUNDS</b>								
Salary	3,549	–	3,344	–	3,224	–	3,343	–
Grants & Contributions	7,200		7,400		7,700		8,000	
Other O&M	19,871		22,418		22,085		21,680	
<b>Subtotal</b>	<b>30,620</b>		<b>33,162</b>		<b>33,009</b>		<b>33,023</b>	
<b>TOTAL</b>	<b>53,876</b>	<b>203.0</b>	<b>54,883</b>	<b>209.0</b>	<b>55,816</b>	<b>209.0</b>	<b>55,816</b>	<b>209.0</b>

## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As of December 31, 2008		Target for 2009/10	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>206.0</b>		<b>209.0</b>	<b>100</b>
Total Filled Positions	137.0	66.5	147.0	70.3
Total Vacancies	69.0	33.5	62.0	29.7
Total Beneficiaries	61.0	44.5	73.0	49.7
<b>Total Executive Positions</b>	<b>4.0</b>	<b>100</b>	<b>5.0</b>	<b>100</b>
Total Filled Executive Positions	2.0	50.0	3.0	60.0
Total Vacant Executive Positions	2.0	50.0	2.0	40.0
Total Beneficiaries in Executive Positions	0.0	0.0	0.0	0.0
<b>Total Senior Management Positions</b>	<b>15.0</b>	<b>100</b>	<b>14.0</b>	<b>100</b>
Total Filled Senior Management Positions	10.0	66.7	11.0	78.6
Total Vacant Senior Management Positions	5.0	33.3	3.0	21.4
Total Beneficiaries in Sr. Management Positions	0.0	0.0	0.0	0.0
<b>Total Middle Management Positions</b>	<b>39.0</b>	<b>100</b>	<b>28.0</b>	<b>100</b>
Total Filled Middle Management Positions	26.0	66.7	23.0	82.1
Total Vacant Middle Management Positions	13.0	33.3	5.0	17.9
Total Beneficiaries in Middle Management Positions.	4.0	15.4	8.0	34.8
<b>Total Professional Positions</b>	<b>35.0</b>	<b>100</b>	<b>50.0</b>	<b>100</b>
Total Filled Professional Positions	25.0	71.4	29.0	58.0
Total Vacant Professional Positions	10.0	28.6	21.0	42.0
Total Beneficiaries in Professional Positions	8.0	32.0	5.0	17.2
<b>Total Paraprofessional Positions</b>	<b>93.0</b>	<b>100</b>	<b>80.0</b>	<b>100</b>
Total Filled Paraprofessional Positions	65.0	69.9	62.0	77.5
Total Vacant Paraprofessional Positions	28.0	30.1	18.0	22.5
Total Beneficiaries in Paraprofessional Positions	41.0	63.1	42.0	67.7
<b>Total Administrative Support Positions</b>	<b>20.0</b>	<b>100</b>	<b>32.0</b>	<b>100</b>
Total Filled Administrative Support Positions	9.0	45.0	19.0	59.4
Total Vacant Administrative Support Positions	11.0	55.0	13.0	40.6
Total Beneficiaries in Administrative Support Positions	8.0	88.9	18.0	94.7



**Department of  
Human  
Resources**

**Business  
Plan**

***2009-2010***

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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 (NHC) and the Office of the Legislative Assembly. The department develops programs, services and policies focused on recruiting, retaining, recognizing and developing GN employees and works collaboratively with these partners to develop a better future for government employees and the communities they serve.

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 resources initiatives that support the Inuit Employment Plan (IEP) and by achieving the goals and obligations of the GN under *Article 23 of the Nunavut Land Claims Agreement (NLCA)*.

The 2009-2010 Business Plan builds on the department's accomplishments over the past years while responding to priorities identified in *Tamapta* 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 *Tamapta/CLC: Building our future together* 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.*

In carrying out its vision the Department of Human Resources is providing solid leadership in partnership with departments and agencies for all Nunavummiut in the areas of recruitment, job evaluation, training and development, employee relations, Inuit employment planning, and human resources management support.

## Our Principles and Values

### Our Principles

- The interests of all of the department's clients are foremost and are reflected in human resources policies and processes.
- The department will operate in a way that promotes fairness and equity in all aspects of its work.
- The workforce of the GN should be representative of the population it serves.
- The department reflects Inuit knowledge, wisdom, culture, and language in 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.
- The department is committed towards improving the quality of life for all public servants.

### 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.

## **STRATEGIC LINK TO TAMAPTA**

### **Improve education and training outcomes**

The Department of Human Resources (HR) provides a wide variety of training and development solutions for all public servants within the Government of Nunavut (GN). By improving the content of existing training and development programs, as well as expanding the number of program options offered across the GN, the department builds opportunities. Current courses include:

- Inuit cultural orientation
- new employee and management training
- Inuktitut/Inuinnaqtun language training
- accredited programming
- skills-based courses and workshops

The purpose and intent of these programs is to improve the skills and abilities of all public servants in their current positions and to prepare them to take on new positions within the GN. The department continues the focus on delivering these programs to address current and future training and development needs, both to specific occupational groups and to all public servants across the GN. Programs and new training opportunities are developed collaboratively through established linkages with all GN departments, boards, and agencies. HR also understands the close relationship of training and development to recruitment and retention initiatives for specialized positions in the GN. For example, the department is working collaboratively with the Department of Finance towards implementing a human resources strategy for finance-related positions across the GN.

HR supports the development and implementation of effective programming in communities throughout Nunavut. As a result of partnerships established with various GN departments, boards, agencies, and other organizations, training opportunities in communities are being addressed. Programs are also being customized to reflect unique community and regional considerations. In addition, the department continues to work with other departments to identify and support internship positions in the decentralized communities.

The Department of Human Resources is committed to reducing the gap between the unemployed and job opportunities in the public service.

### **Connect our community**

Expanding professional development opportunities is vitally important for renewal and leadership innovation within the public service. Through the Sivuliqtiksats Internship Program, professional development opportunities are provided to Inuit to build their leadership skills as well as technical skills in specialized fields. The main focus of the

internship program is to help ensure Inuit take on leadership roles within the GN. These management opportunities foster greater Inuit participation, encourage more Nunavummiut to consider the GN as an employer, provide departments with capable staff, and nurture future leaders for communities.

The Summer Student Employment Equity Program is yet another example of best business practice designed to provide work opportunities for secondary and post secondary students in communities throughout Nunavut. It is an integral support for Nunavummiut youth to gain practical and meaningful work experience in the public service.

One of the major requirements of the *Nunavut Land Claims Agreement* is the commitment by the GN to a representative workforce. Through the close adherence in the recruitment and selection process to the Priority Hiring Policy, the staffing division ensures Inuit who are qualified for a job competition receive priority consideration. HR will continue to demonstrate its commitment toward increasing Inuit representation through implementation of a departmental Inuit Employment Plan.

## **Improve health through prevention**

HR is committed to supporting the health and wellbeing of all public service employees through the ongoing delivery of workplace wellness initiatives in the workplace. Programs such as the Employee and Family Assistance Program (EFAP) provide a confidential, 24-hour, toll-free telephone counseling service that is available to all employees and their family members. Tele-Health counseling sessions are also available on request throughout the territory.

The department also identifies and responds to health, safety and wellness issues that occur in the workplace. Training is offered regularly and is designed to improve knowledge of health and wellness matters, such as:

- first aid
- grief and loss training
- suicide intervention and prevention
- anger management
- awareness of harassment issues
- attendance management



## 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 in all job categories. The NLCA states that each government organization shall prepare an Inuit Employment Plan to increase and maintain Inuit employment at a representative level. The IEP's will require special initiatives to provide Inuit with skills to qualify for government employment.

The department recognizes the GN's long term goal to attain a workforce that is representative of the population it serves. As a part of this commitment the department actively promotes adherence to the Priority Hiring Policy of the Government of Nunavut.

### Departmental Inuit Employment Targets

This Inuit Employment Plan is for the fiscal year 2009-2010.

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 63% representation. To achieve this, increased efforts will be focused in human resource planning, career progression, staff development and access to the Sivuliqtiksat Internship Program. The following table reflects the breakdown by occupational category for 2009-2010 fiscal year:

Employment Category	Total Positions	Vacancies	Filled	% Capacity	Beneficiaries Employed	IEP %
Executive	2	0	2	100%	2	100%
Senior Management	10	0	10	100%	5	50%
Middle Management	3	0	3	100%	1	33%
Professional	6	1	5	83%	0	0%
Paraprofessional	52	10	42	81%	27	64%
Administrative Support	15	2	13	87%	12	92%
<b>TOTAL</b>	<b>88</b>	<b>13</b>	<b>75</b>	<b>85%</b>	<b>47</b>	<b>63%</b>

As of December 31, 2008, the department's Inuit representation was at 63%. For 2009-2010, the department's plan is to maintain a representative work force of 63%.

This plan reflects the department's efforts to increase Inuit employment, however due to the specialized technical requirements of several departmental positions Inuit employment will remain constant for the 2009-10 fiscal year.

In the following planning period, the department will continue its efforts to fill vacant positions with Inuit beneficiaries wherever possible. This will be based upon position movement within the department, whereby incumbents of some administrative support and paraprofessional positions currently filled with beneficiaries will receive appropriate training to eventually move into paraprofessional and professional positions. It is also assumed that vacant positions will be filled by beneficiaries.

## **Inuit Employment Initiatives**

### **Government Wide Initiatives**

The Department of Human Resources leads the GN in the delivery of GN-wide initiatives aimed at achieving and maintaining its target of 56% representation by 2010. These initiatives include:

- Summer Student Employment Equity Program
- Sivuliqtiksat Internship Program
- Implementation of a performance management system
- Coordination of the Employee Orientation Program
- Learning & Development course development and delivery
- Inuktitut/Inuinnaqtun First & Second Language Programs
- Occupational Training Programs (management, contract administration)
- Leadership development programming (including Assistant Deputy Minister training)
- Workplace Literacy Initiatives (Inuktitut/Inuinnaqtun and English)
- Identifying the gaps in Inuit employment through the compiling of the “*Towards a Representative Public Service*” statistical reports

### **Departmental Inuit Employment Initiatives**

The Department of Human Resources plans to achieve and maintain its target of 63% representation by 2010. These initiatives include:

- Accessing the GN-wide initiatives led by this department as listed above
- Offering term positions when filling vacant positions if beneficiary candidates are not successful in the recruitment process
- Creating internal trainee positions for beneficiaries complete with detailed learning plans
- Encouraging beneficiaries to apply for 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

## **ENVIRONMENTAL SCAN**

The Department of Human Resources is a service provider in the delivery of the Human Resources function across the public service. Our objectives for the 2009-2010 fiscal year have been identified in relation to the department's mission and *Tamapta/CLC: Building our future together*. "By leading the development of Nunavut's public service through excellence in human resources management", our overall objectives must pay close attention to the environmental factors that influence the development of programs and services delivered by the Department of Human Resources. As a public service, GN departments, boards, and agencies are all bound by our collective efforts to strive for and achieve the goals and objectives of the GN. It is only through this collaborative approach that success can be realized for all Nunavummiut in the future. The environmental factors that impact our service delivery are outlined below.

### **Inuit Representation in the Public Service<sup>1</sup>**

The Government of Nunavut is obligated under Article 23 of the NLCA to achieve a workforce that is representative of the population across all employment categories. The GN has set an interim IEP target of 56% by 2010. This presents a significant challenge to most departments, boards, and agencies in the GN.

Overall Inuit representation across all employment categories has increased by 1% to 52% of the public service from December 2007 to December 2008, while capacity decreased by 1% to 77% during the same period. There were 3,833 full time positions, with beneficiaries occupying 1,521 of 2,936 filled positions. Also, beneficiaries filled 288 of 502 casual positions.

It is interesting to note that 63% of the positions are in the communities, while 37% are found in Iqaluit. Representation of beneficiaries in Iqaluit is at 39%, while beneficiary representation in Nunavut's communities ranges between 44% and 100% Inuit representation.

The overall trend of increasing beneficiary employment, along with the gradual drop in capacity can be seen in the following graph.

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<sup>1</sup> Towards a Representative Public Service, GN Department of Human Resources, December 31, 2008.

### Staffing Capacity



Initiatives developed to address Inuit representation include the utilization of the Sivuliqtiksat Internship Program, the Summer Student Employment Equity Program, and hiring qualified beneficiaries through adherence to the Priority Hiring policy

### Training Capacity

It is essential that the Government of Nunavut develop the technical skills and knowledge of the public service to meet the goals and objectives of the GN. The single greatest challenge is the provision of appropriate career management tools and training opportunities that are linked to needs identified by public servants in the performance management process. In this recognition is the need to assist departments and employees with locally available training opportunities through community based partnerships utilizing innovative delivery methods. Employees can then better utilize available training schedules and align them to their learning plans. As well, through feedback and analysis of participation rates, local training providers can suit their offerings to specific client needs.

### Recruitment and Staffing<sup>2</sup>

To pursue innovation requires talented public servants. The challenge for the GN, is attracting and selecting the best candidates for available positions in the public service. The Department of Human Resources facilitates job competitions for departments to ensure a fair and unbiased hiring process, and working collaboratively with client departments and agencies to attract and recruit the best candidates for available positions in the GN.

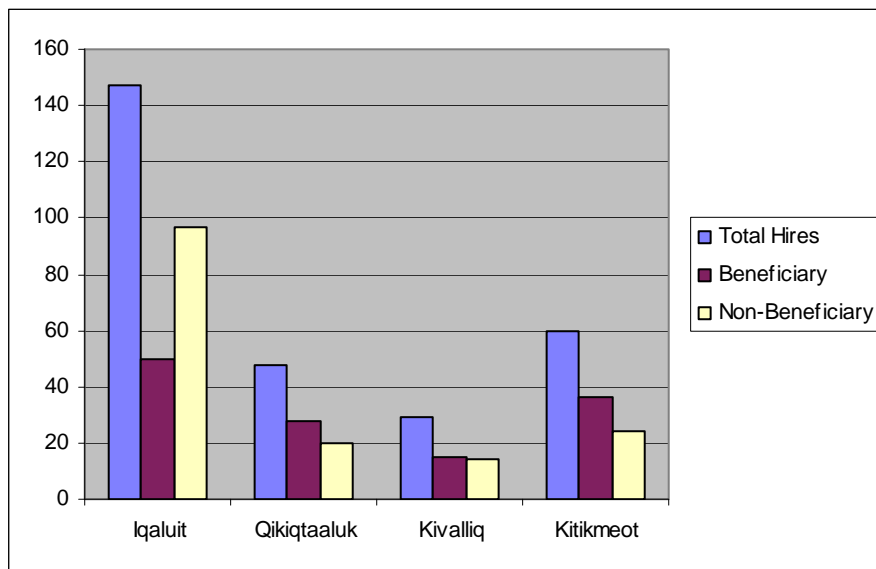
<sup>2</sup> GN Job Competition Database, GN Department of Human Resources.

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. Also, 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 2007-08 fiscal year, the Department of Human Resources received 5,509 applications for 644 job competitions advertised. Of the positions advertised, 284 were filled.

Factors that affect recruitment rates include competition from other employers, cost of living in Nunavut, and availability of affordable housing and shortage of available, qualified beneficiary applicants. Through the active utilization of workforce and labour market data, the department can better respond to human resources planning initiatives and decision making both within HR and across the GN.

**Hires by Region and Beneficiary Status – FY2007/2008**



### Retention<sup>3</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 increased and remained at 84% from 2005-06 and 2006-07, and then dropped to 80% in 2007-2008.

To address the issue of retention in the public service, HR acknowledges that the department must work with client departments, boards and agencies in the collaborative development of a retention strategy. Although significant efforts have been made as a

<sup>3</sup> Human Resource Information and Payroll System – P2K

result of the 2008 budget to freeze subsidized rents and the signing of the most recent NEU Collective Agreement, implementation of a strategic plan will provide long term benefit. In doing so, with an inclusive and broadly accepted strategy, stakeholders will have the most effective tools available to both retain and motivate their public servants.

The departure rate is used to calculate the retention rate. Retention is the inverse of the calculated departure rate. Below is a representation of the departure rates in the GN:

**Employee Turnover\* by Pay Group**

EMPLOYEE GROUP	Departure Rate (%) 2000**	Departure Rate (%) 2001**	Departure Rate (%) 2002**	Departure Rate (%) 2003-04***	Departure Rate (%) 2004-05	Departure Rate (%) 2005-06	Departure Rate (%) 2006-07	Departure Rate (%) 2007-08
Excluded Employees	41%	26%	19%	18%	15%	15%	14%	21%
Nunavut Teachers Association	34%	21%	21%	18%	21%	22%	22%	25%
Senior Management	36%	19%	13%	13%	13%	13%	12%	15%
Nunavut Employees Union	27%	34%	18%	20%	17%	14%	14%	19%
TOTAL	31%	28%	19%	18%	18%	16%	16%	20%

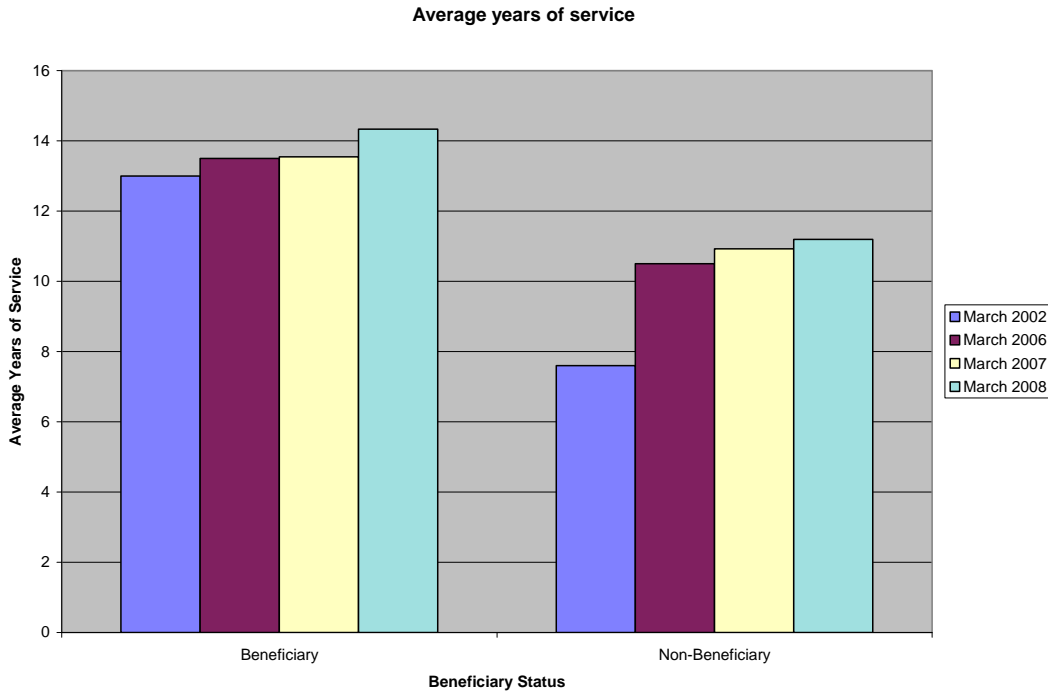
\* Employees leaving Government of Nunavut.

\*\* Calendar Year

\*\*\* Data was collected over a 15 month period (Dec. 31, 2003 – March 31, 2004) but adjusted to reflect a 12 month departure rate.

The percentage of full-time employees who had less than one year of service with the GN increased from 15% in March 2007 to 16% in March 2008. In 2006, 22% of GN employees had less than two years service with the GN compared with 27% in 2008. The number of employees who have remained with the GN for more than three years has remained the same with 41% of employees having between three and ten years of employment with the GN in 2006 compared with 41% in 2008. Factors that affect retention rates include competition from other employers, cost of living and return to home communities, stress, and lifestyle choices.

Overall, years of service for both beneficiary and non-beneficiary employees have been increasing as demonstrated in the graph below.



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

### **Employee Relations**

Interpersonal conflict and human resources issues occur in the work place. By pragmatically approaching and addressing issues like attendance management or resolving health, safety and wellness issues as they arise, the Employee Relations division works with all departments, boards and agencies within the GN to implement comprehensive solutions to conflict resolution in the workplace. In order that these issues are resolved in a timely manner, Employee Relations works closely with HR staff and line managers to provide the best possible solutions to common challenges in the workplace.

## CORE BUSINESS

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

	Budget (\$000)			
	2008-2009	2009-2010	2010-2011	2011-2012
Advisory and Administrative Services	5,047	<b>6,500</b>	6,678	6,678
Inuit Employment Planning	720	<b>783</b>	807	807
Recruitment and Staffing	4,982	<b>5,196</b>	5,249	5,249
Job Evaluation & Organization Design	806	<b>892</b>	925	925
Training and Development	4,725	<b>6,930</b>	7,060	7,060
Employee Relations	1,809	<b>2,066</b>	2,111	2,111
<b>TOTAL</b>	<b>18,089</b>	<b>22,367</b>	<b>22,830</b>	<b>22,830</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 resources development and Inuit societal values, 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)	2008-09	2009-10	2010-11	2011-12
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#### Management of Departmental

<b>Operations</b>		341	<b>368</b>	378	378
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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.



<b>Community Operations</b>	2,804	<b>3,062</b>	3,158	3,158
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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 resources policies and conducts training to upgrade the skill levels of employees working in regional and decentralized communities.

<b>Policy &amp; Planning</b>	581	<b>630</b>	649	649
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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.

<b>Corporate Services</b>	1,321	<b>2,440</b>	2,493	2,493
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The Corporate Services division is responsible for 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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<b>Total, Advisory and Administrative Services</b>	<b>5,047</b>	<b>6,500</b>	<b>6,678</b>	<b>6,678</b>
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**Priorities (2008-2009)**

- Introduce a new Code of Conduct for GN employees and provide associated orientation sessions and training resources.  
**Status:** *A legal/jurisdictional review has been completed and a Code of Values and Ethics has been drafted. To date consultations have occurred with Tuttarviit, the IQ Katimajit, POC, a focus group in the Kitikmeot and HR senior managers. Further consultations are required to finalize the Code of Values and Ethics.*
- Develop a comprehensive implementation plan for the *Public Service Act*.  
**Status:** *A comprehensive 3 year implementation plan has been developed for the Public Service Act.*

- Review GN leave and attendance policies and procedures.  
**Status:** *The department's compliance audit review started in 2008-09 and has highlighted leave and attendance procedural and interpretation issues that will be addressed through on-going training.*
- Initiate HRIPS/P2K Phase 2 implementation project plan.  
**Status:** *The modules previously identified as HRIPS/P2K Phase 2 have not been initiated due to the significant amount of time required to successfully implement Phase 1.*
- Formalize delivery of relocation training.  
**Status:** *The Corporate Services division conducted a third annual Relocation Coordinator's workshop to provide further training to all relocation coordinators.*

**Priorities (2009-2010):**

- Develop and implement a new *Public Service Act*.
- Implement a Senior Manager's Handbook.
- Deliver training and ongoing compliance auditing to improve the efficient and effective use of the P2K Leave and Attendance system.
- Collaborate with Community and Government Services and Finance to support the P2K Upgrade to e-Personality.
- Introduce the Code of Values and Ethics.

## **Inuit Employment Planning**

The Inuit Employment Planning division is responsible for providing human resources planning and direction on initiatives aimed at increasing and maintaining Inuit beneficiary employment in the Government of Nunavut to a representative level. Its functions include: collecting information and analysis related to beneficiary employment representation; monitoring departmental compliance with Article 23 obligations, including the development and implementation 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.

### **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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Inuit Employment Planning</b>		720	<b>783</b>	807	807
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 Article 23 obligations.					
<b>Total, Inuit Employment Planning</b>		<b>720</b>	<b>783</b>	<b>807</b>	<b>807</b>

**Priorities (2008-2009)**

- Communicate the IEP to GN employees and the general public.  
**Status:** A final report on the 2004–2008 Inuit Employment Plan was developed and tabled in the Legislative Assembly.
- Implement the Inuit Peer Group across GN departments.  
**Status:** The Inuit Peer Group program was not implemented.
- Develop an evaluation framework for the IEP complete with performance measures.  
**Status:** This initiative has been deferred to the 2009-2010 fiscal year.
- Monitor, evaluate and report on the GN’s Inuit employment performance.  
**Status:** The “Towards a Representative Public Service” report is compiled quarterly.

**Priorities (2009-2010)**

- Develop a GN-Wide Inuit Employment Plan for the 2009 – 2013 planning period in consultation with departments and agencies.
- Develop an evaluation framework for the IEP complete with performance measures.
- Create a GN-Wide Career Planning Framework.

**Recruitment and Staffing**

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

### Objectives

- To provide excellence in the quality and timeliness of advice and services to government departments on all recruitment matters.
- To manage a fair and transparent recruitment and staffing process.
- To ensure compliance with and to promote the Priority Hiring Policy.
- To provide support and guidance in the recruitment of nurses and teachers to the Departments of Health and Social Services and Education.
- To administer the Casual Staffing Process so that it best reflects the principles of Article 23.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Recruitment and Staffing</b>		1,687	<b>1,823</b>	1,876	1,876
<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, Community Operations work closely with the Staffing Division to develop best practices and policies in recruitment that best reflect the initiatives and priorities of Article 23.</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. It is an opportunity for youth to gain skills, knowledge and abilities. The Priority Hiring Policy applies for all summer student positions within the SSEEP.</p>					
<b>Relocation</b>		2,345	<b>2,423</b>	2,423	2,423
<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>4,982</b>	<b>5,196</b>	<b>5,249</b>	<b>5,249</b>

### Priorities (2008-2009)

- Implement on-going compliance audits for delegated recruitment of NAC & HSS nursing positions.  
**Status:** *The compliance audits have not been completed.*
- Increase GN representation at territorial and national employment fairs.  
**Status:** *The GN was represented at the Baffin and Kitikmeot Regional Chambers of Commerce Trade Shows, the National Job Fair, and the Training Expo in Toronto.*

**Priorities (2009-2010):**

- Increase recruitment efforts for professional positions.
- Develop compliance audit tools to audit delegated recruitment of NAC and HSS competitions.

**Job Evaluation & Organization Design**

Job Evaluation and Organization Design division provides advice and assistance to departments and agencies on organizational design and job evaluation for all (non-teaching) positions in the public service using the Hay Job Evaluation System to promote consistent, affordable and fair rates of pay for public servants across the GN. Additionally, this division assists departments and agencies through job description writing training and bilingual bonus administration.

**Objectives**

- Provide timely and accurate job evaluation services to all departments to support recruitment for all departments, agencies, and corporations.
- Ensure accurate position and organization information is maintained in the Human Resources Information System.
- Ensure that the academic and experience qualifications in GN job descriptions do not represent a systemic barrier to beneficiary employment.
- Maintain established organization charts.
- Train senior management of GN on Hay Job Evaluation System.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Job Evaluation</b>		806	892	925	925
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>806</b>	<b>892</b>	<b>925</b>	<b>925</b>

**Priorities (2008-2009)**

- Implement Job Description and Job Evaluation Monitoring Program.  
**Status:** *The Job Description and Job Evaluation Monitoring program was not completed.*
- Implement Job Evaluation Data Base.  
**Status:** *The Job Evaluation Data Base into P2K has been implemented and will require on-going maintenance.*
- Complete Language Profiles for majority of positions.  
**Status:** *Language profiles have not been completed for GN positions.*

**Priorities (2009-2010):**

- Improve job evaluation services through the identification of service gaps to support and enhance the Staffing Division’s recruitment goals.
- Initiate the Job Evaluation Monitoring Program to ensure fair and consistent evaluation results across the public service.
- Use the new P2K data to statistically monitor evaluation results for consistency and fairness.

**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, 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Training and Development</b>		4,725	<b>6,930</b>	7,060	7,060
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, Sivuliqtiksat Internship Program, Learning Plan Development, Mentoring, Training Fund, and Assistant Deputy Minister and management development initiatives.					
<b>Total, Training and Development</b>		<b>4,725</b>	<b>6,930</b>	<b>7,060</b>	<b>7,060</b>

### **Priorities (2008-2009)**

- Expand & develop cultural resources and activities within the Cultural Orientation Program (COP). Assist & train departments in customizing their own COPs.

**Status:** *Three departments with 48 participants have accessed this service. The Department of Human Resources piloted 2 stand alone COPs at their headquarter office.*

- Offer performance management, learning plans & mentorship training in all regions.

**Status:** *Human Resources has delivered performance management and learning plan training in all regional offices. Mentorship training has not been completed.*

- Provide a customized orientation program for GN managers.

**Status:** *A customized orientation session for GN managers was delivered in Iqaluit.*

### **Priorities (2009-2010)**

- Ensure that Learning Plan Guidelines are available electronically for all GN employees.
- Launch an employee orientation website.
- Develop a training fund.

### **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 including workplace safety.
- 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.
- To provide a comprehensive and consistent performance management program across the GN.
- Provide leadership and guidance throughout the GN in regards to attendance management with the goal of improving attendance.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Employee Relations</b>		1,378	<b>1,637</b>	1,682	1,682
Provides professional employee relations advice and services to departments and leads collective bargaining for the GN as mandated.					
<b>Workplace Wellness</b>		431	<b>429</b>	429	429
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>1,809</b>	<b>2,066</b>	<b>2,111</b>	<b>2,111</b>

**Priorities (2008-2009)**

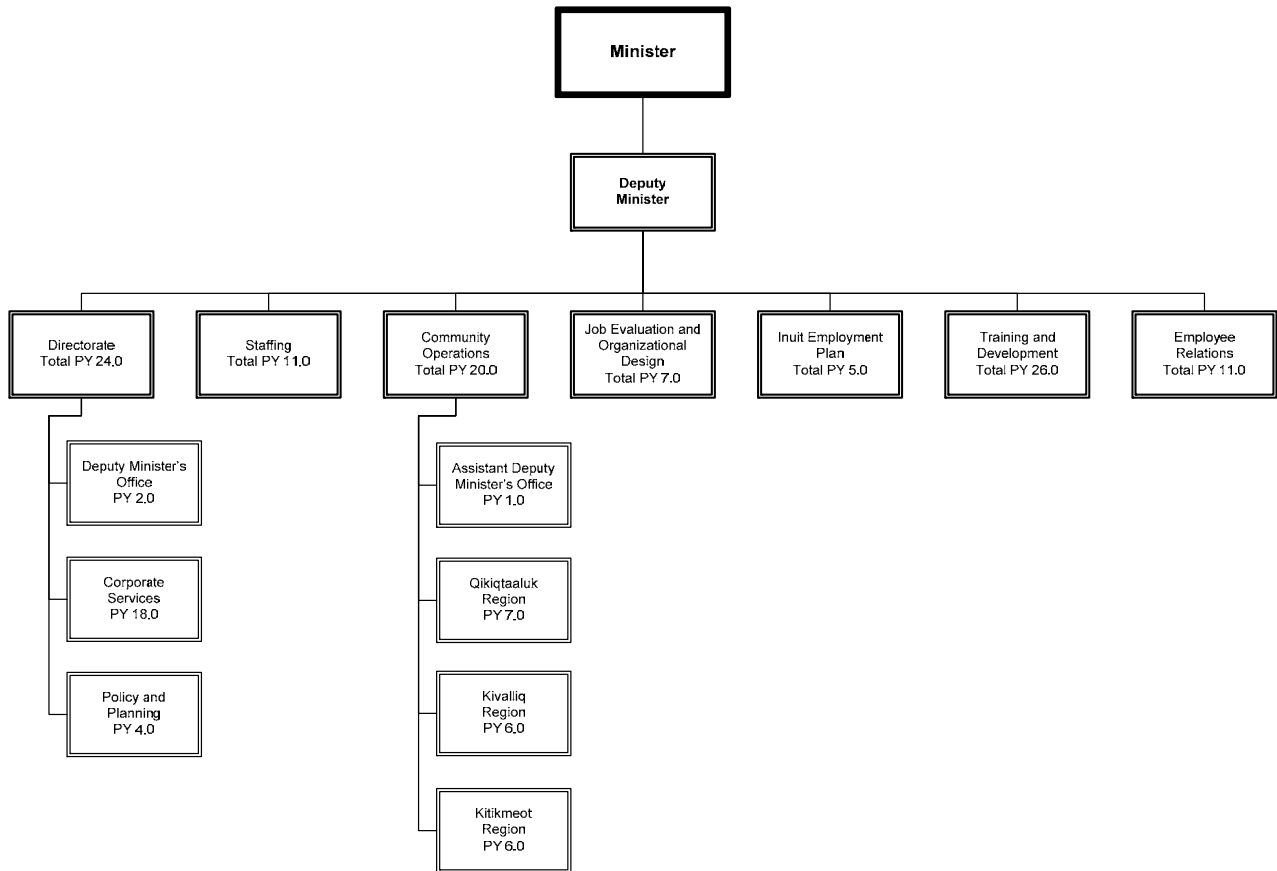
- Implement Joint Consultation Committees with the Nunavut Employees Union (NEU) and Nunavut Teachers Association.  
**Status:** The GN/NEU Joint Consultation Committee is fully functional with regular monthly meetings being held to discuss and resolve employee/union issues. The terms of reference and MOU for a Joint Consultation Committee with the NTA have been reviewed by the NTA and the Department of Education.
- Implement alternate dispute resolution process for the GN.  
**Status:** An alternative dispute resolution policy has been drafted.
- Develop a process to improve the resolution of new grievances.  
**Status:** A new process for resolving grievances has been developed and implemented.
- Formalize a joint training process with the NEU for managers & supervisors.  
**Status:** A joint training process with the NEU for managers and supervisors has not been implemented.



**Priorities 2009-2010:**

- Develop and implement an alternative dispute resolution process with input from key stakeholders to promote workplace health and self-reliance in decision making.
- Develop and implement an Attendance Management Program for the Government of Nunavut.
- Develop a formalized workplace wellness program and communication plan to promote workplace health and self-reliance.
- Deliver the Performance Management Program to promote learning and self-reliance.

## Appendix I: Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	104.0
Vote 4/5 PYs	–
Revolving Fund PYs	–
<b>Total PYs</b>	<b>104.0</b>

## Appendix II: Financial Summary

Branch	2008 – 2009		2009 – 2010		2010 – 2011		2011 – 2012	
	Main Estimates		Main Estimates		Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>								
Salary	1,866	17.0	2,778	24.0	2,860	24.0	2,860	24.0
Grants & Contributions	-		-		-		-	
Other O&M	377		660		660		660	
<b>Subtotal</b>	<b>2,243</b>		<b>3,438</b>		<b>3,520</b>		<b>3,520</b>	
<b>STAFFING</b>								
Salary	4,399	11.0	4,677	11.0	4,730	11.0	4,730	11.0
Grants & Contributions	-		-		-		-	
Other O&M	583		519		519		519	
<b>Subtotal</b>	<b>4,982</b>		<b>5,196</b>		<b>5,249</b>		<b>5,249</b>	
<b>COMMUNITY OPERATIONS</b>								
Salary	2,180	20.0	2,438	20.0	2,534	20.0	2,534	20.0
Grants & Contributions	-		-		-		-	
Other O&M	624		624		624		624	
<b>Subtotal</b>	<b>2,804</b>		<b>3,062</b>		<b>3,158</b>		<b>3,158</b>	
<b>JOB EVALUATION AND ORGANIZATIONAL DESIGN</b>								
Salary	754	7.0	831	7.0	864	7.0	864	7.0
Grants & Contributions	-		-		-		-	
Other O&M	52		61		61		61	
<b>Subtotal</b>	<b>806</b>		<b>892</b>		<b>925</b>		<b>925</b>	
<b>INUIT EMPLOYMENT PLANNING</b>								
Salary	572	5.0	641	5.0	665	5.0	665	5.0
Grants & Contributions	-		-		-		-	
Other O&M	148		142		142		142	
<b>Subtotal</b>	<b>720</b>		<b>783</b>		<b>807</b>		<b>807</b>	

TRAINING AND DEVELOPMENT								
Salary	<b>2,785</b>	<b>26.0</b>	<b>3,024</b>	<b>26.0</b>	3,154	26.0	3,154	26.0
Grants & Contributions	-		-		-		-	
Other O&M	<b>1,940</b>		<b>3,906</b>		3,906		3,906	
<b>Subtotal</b>	<b>4,725</b>		<b>6,930</b>		<b>7,060</b>		<b>7,060</b>	
EMPLOYEE RELATIONS								
Salary	<b>1,124</b>	<b>11.0</b>	<b>1,362</b>	<b>11.0</b>	1,407	11.0	1,407	11.0
Grants & Contributions	-		-		-		-	
Other O&M	<b>685</b>		<b>704</b>		704		704	
<b>Subtotal</b>	<b>1,809</b>		<b>2,066</b>		<b>2,111</b>		<b>2,111</b>	
<b>TOTAL</b>	<b>18,089</b>	<b>97.0</b>	<b>22,367</b>	<b>104.0</b>	<b>22,830</b>	<b>104.0</b>	<b>22,830</b>	<b>104.0</b>

## Appendix III: Inuit Employment Plan

Inuit Employment Representation	As of December 31, 2008		Target for 2009-10	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>89</b>		<b>88</b>	
Total Filled Positions	67	75	75	85
Total Vacancies	22	25	13	15
Total Beneficiaries	42	63	47	63
<b>Total Executive Positions</b>	<b>2</b>		<b>2</b>	
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	2	100	2	100
<b>Total Senior Management Positions</b>	<b>10</b>		<b>10</b>	
Total Filled Senior Management Positions	10	100	10	100
Total Vacant Senior Management Positions	0	0	0	0
Total Beneficiaries in Senior Management Positions	5	50	5	50
<b>Total Middle Management Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Middle Management Positions	2	67	3	100
Total Vacant Middle Management Positions	1	33	0	0
Total Beneficiaries in Middle Management Positions	1	50	1	33
<b>Total Professional Positions</b>	<b>6</b>		<b>6</b>	
Total Filled Professional Positions	5	83	5	83
Total Vacant Professional Positions	1	17	1	17
Total Beneficiaries in Professional Positions	0	0	0	0
<b>Total Paraprofessional Positions</b>	<b>53</b>		<b>52</b>	
Total Filled Paraprofessional Positions	39	74	42	81
Total Vacant Paraprofessional Positions	14	26	10	19
Total Beneficiaries in Paraprofessional Positions	26	67	27	64
<b>Total Administrative Support Positions</b>	<b>15</b>		<b>15</b>	
Total Filled Administrative Support Positions	9	60	13	87
Total Vacant Administrative Support Positions	6	40	2	13
Total Beneficiaries in Administrative Support Positions	8	89	12	92

Note: These numbers reflect all funded positions within the Department of Human Resources, less the 16 Sivuliqtiksat Internship positions assigned to other GN departments and agencies.

**Department of  
Justice**

**Business  
Plan**

***2009-2010***

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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 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 upcoming Crime Prevention initiatives and existing Community Justice plans 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 26 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***

*In partnership with others, to administer a system of justice that integrates Inuit values and protects the rights and freedoms of the people of Nunavut.*

### ***Our Vision***

*A harmonious society in which individuals are treated fairly and with respect.*

## ***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 as specifically defined in the principles of Tamapta which guide the department in the development and delivery of Justice legislation, programs and policy.
- 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.
- **Tamapta:** We maintain positive innovations guided by Inuit Societal Values.
- **Public Government:** We promote justice and respect for individual rights and freedoms, the law, and the Constitution.

## STRATEGIC COMMITMENT TO TAMAPTA

### Tamapta

In order to focus the priorities and direction for Nunavut in the next two decades, the Premier of Nunavut recently introduced the guiding principles of Tamapta. Under this new mandate, Nunavummiut are encouraged to participate in improving living conditions by applying Inuit societal values in government. By doing so, the vision of a greater Nunavut will be realized.

The Department of Justice incorporates *Tamapta/CL<sup>CC</sup>:Building our future together* 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 Inuit Societal Values into programs and services. In addition, the department is actively involved in overall *Tamapta* policy development within the GN and it has representation on the GN interdepartmental committee called *Tuttarviit*.

There are many division-specific initiatives incorporating *Tamapta* within the department. These include offering Justice Staff an “on-the-land” outings 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 Aqqusiutit* 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 *Tamapta* 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. The outpost camp program is important as it allows offenders access to the land for personal growth. 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.

Of the eleven stated needs of Nunavummiut, the following are most pertinent to Justice:

- safety
- a sense of belonging and purpose
- personal responsibility
- access to the land for personal growth

Of the ten priorities outlined for the period of 2009- 2013, the Department has selected three main priorities most relevant to the Department of Justice:

### **Connect our Community**

The R.C.M.P. and the Department of Justice are working collaboratively to create a police force more representative of the Inuit population it serves. This cooperative approach includes expanding the Inuit Regular membership in the RCMP, re-introducing the Special Constable or Community Officer programme, creating an Inuit Provost Unit, and supporting the RCMP Summer Student Programme. This will enhance culturally appropriate service provision to the communities and more completely benefit and links the criminal justice system with the Nunavut communities and justice committees.

Community Corrections (probation) positions have been created at the community level, and there is less reliance on the social services system in providing probation services to offenders. Through job creation at the community level, we are ensuring a link exists with offenders and the justice community so that services are available to Nunavummiut.

The Department of Justice participates in the *Sivuliqtiksat* program and currently has 2 manager interns training at the moment.

Additionally, the Department of Justice, in coordination with other stakeholders, will work towards dealing expanding traditional counseling under FAIA in order to deal more effectively with matters such as elder abuse and domestic violence. Given the appropriate circumstances and keeping in mind always the need to protect the public and particularly the most vulnerable members in our communities, the Department of Justice will strongly support the use of the orders available under FAIA to protect the vulnerable and work towards restorative justice and community stability.

These programs ensure we are building solid leadership in our communities and with our employees.

### **Help those at risk in our Communities**

The *Family Abuse Intervention Act* (FAIA) creates a civil remedy for those who are suffering from family abuse. The Community Justice Outreach Workers serve as a resource to individuals seeking support ensuring that help is available to the most vulnerable at the community level.

The Department of Justice works collaboratively with other departments in keeping with the mandate of Tamapta, building our future together: One of the other departments with whom Justice works closely is Health and Social Services, with whom we cooperate in initiatives such as sharing clients in respect of probation and working together on referrals under FAIA. Additionally, under the *Inuusirmut Aqqusiuqtiit* program, social services provide referrals to the family mediation process.

*Inuusirmut Aqqusiuqtiit* family mediation project – provides mediation as an alternative to the formal court process in family law disputes, instilling a culturally appropriate, community based dispute resolution service to Nunavut.

The Victims Assistance Committee works to provide services for those affected by crime in our communities.

The Maintenance Enforcement Program recently conducted a Nunavut-wide consultation on proposed improvements to its enforcement regime and based on community input, the mandate of providing necessary support for Nunavut children and spouses will be better fulfilled.

The Nunavut Human Rights Tribunal provides advocacy for Nunavummiut with respect to employment and hiring, rental disputes, provision of goods and services, benefits, facilities or contracts which are publicly offered.

These initiatives foster the vision of a Nunavut where individuals and families are active, healthy, and happy.

As part of Justice's ongoing emphasis on community crime prevention, coordination between Justice, the Department of Education, and the RCMP is focusing on the targeting and engagement of youth in order to direct youth into productive and constructive pursuits and lifestyles.

### **Address social concerns at their roots**

The Community Justice Program, through the Community Justice Committees, will provide enhanced support for individuals who have been charged with an offence, and continue to provide an alternative to court for both victim and offenders through pre and post-charge diversion. The committee works with the accused and those who are affected and conduct mediations, traditional counseling, and monitoring, to help those individuals who have come into contact with the judicial system.

The Corrections division is expanding, with planned openings of a new women's facility in Iqaluit, and a men's healing facility in Rankin Inlet. Offenders are given the tools they need to address the root of their problems through elder counseling, alternatives to violence and the drug and alcohol program.

These initiatives are important to ensuring community involvement and towards communities being more self-reliant.

In keeping with the mandate to maintain momentum and steady progress, future possible collaborative efforts are being pursued some of what is indicated below.

In partnership with the Department of Culture, Language, Elders and Youth, we are employing a program evaluation process that has the incorporation of Inuit Societal values as its goal.

In coordination with the Department of Finance, an assessment of proposed amendments to the *Liquor Act* is being reviewed.

To deal with economic and logistic infrastructure issues, the Department of Justice is working with Economic Development and Transportation to provide socio-economic indicators for mining in Nunavut.

Justice should have a closer relationship with the Department of Health and Social Services to promote and expand use of FAIA by having accredited Social Workers acting as designated workers under FAIA and by increasing referrals under the legislation.

In order to deal with housing issues which may arise due to family strife, residency problems, or due to FAIA orders, the Department of Justice is coordinating with the Nunavut Housing Corporation to deal with such issues in a timely and appropriate manner.

## **INUIT EMPLOYMENT PLAN**

### **Departmental Inuit Employment Goal**

The Department of Justice's strength comes from its employees. Accordingly, the department strives to be a model employer by building and maintaining a workforce that reflects the rich diversity of Nunavut.

Justice Nunavut is committed to a representative public service and to providing the best possible workplace for all justice employees. 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.

The department is striving for a total IEP of 58% by the end of the 2009-10 fiscal year. It is planned that this goal will be achieved mainly through the Middle Management, Paraprofessional and Administrative occupational categories. The planned initiatives for this year will increase the IEP in Middle Management from 32% to 35%, Paraprofessional from 62% to 66% and the Administrative positions from 89% to 92%. Unfortunately it is not expected that there will be any changes within the Executive, Senior Management and Professional occupational categories during the 2009-10 fiscal year.

In the next year, the department will work toward increasing its total Inuit employment to 58%, and are hoping to exceed the government wide goal of 56% Inuit employment by March 31, 2010.

As the government continues to build and maintain a representative public service, the department continues to be committed to achieving the following initiatives in the 2009-2010 fiscal year:

- Streamline the Priority Hiring policy within our department
- invest in human capital to improve the effectiveness of the workforce
- promote the Corrections Division as an employer to recruit Inuit staff
- foster and sustain an environment attractive to Inuit
- promote quality of work life as an integral part of daily operations

These goals will be explained further in Departmental Inuit Employment Initiatives section of this plan.

### **Departmental Inuit Employment Targets**

As of December 31, 2008 the department had 261 positions, 207 of which were filled giving us 79% capacity, with 113 employees or 55% of that capacity being Inuit staff.

Already the department has 3 additional positions since December of 2008, bringing the total number of PYs up to 264. The Inuit Employment targets for the 2009-10 fiscal year include getting the capacity up to 86% (226 positions filled), with 130 employees or 58% being Inuit. That is an increase of 19 additional positions being filled, with 17 additional Inuit staff working for the department. Due to the increasing programs and services that the department offers, we are anticipating that the total number of positions will increase again this year and commit to continuing the hiring of Inuit staff into any new positions that may be acquired.

As can be seen from the Departmental Inuit Employment Targets, it is difficult for the department to recruit Inuit into the Senior Management, Middle-Management and Professional employment categories. However, it is important to point out that there has been great success in recruiting and retaining Inuit into the Paraprofessional and Administrative positions, as we have surpassed the GN goal with Inuit employment at 66% and 92% in each of these categories respectively by March 31, 2010.

### **Departmental Inuit Employment Initiatives**

In the 2009-2010 fiscal year, the Department of Justice will be participating in two GN wide initiatives and several complementary department-specific initiatives to work towards achieving an average of 58% Inuit representation by 2010.

Working with the Department of Human Resources, the Department of Justice currently supports the development of three *Sivuliqtiksats* interns into management positions. They will be working towards completing their learning plans to assume their targeted Middle



and Senior Management duties and responsibilities. Of the three Sivuliqtiksat Interns being trained within our Department, two of them will graduate during this fiscal year. The Budget Planner Analyst Intern is scheduled to graduate in May of 2009 and the Manager, Maintenance Enforcement Intern is scheduled to graduate in March of 2010.

We have been approved for two new Sivuliqtiksat Interns and during this fiscal year, we are recruiting and hiring interns into the target positions of Manager, Kivalliq Healing Facility and Executive Director, Nunavut Human Rights Tribunal.

In the meantime, we will continue to apply for Sivuliqtiksat positions as they become available, and have already targeted two positions that we are hoping to fill with Sivuliqtiksat Interns.

The second GN wide initiative that we are participating in is the Inuit Employment Plan for our department that will be active from 2010 to 2013. This plan will be developed independently within our department, spearheaded by the Corporate Services Division, working with each of the Senior Managers. The process will involve designating certain positions to be encumbered by beneficiaries only, as well as preparing succession plans for current employees and training plans help them move up within the organization. This will also include identifying trainers and trainees to foster the transfer of corporate knowledge as employees retire or we experience attrition.

Once this plan is complete, we will forward it along to the Department of Human Resources who will then bring it together with the other departmental plans, to develop one government wide plan.

Each and every summer the department participates in the Summer Student Employment Equity Program. We routinely hire 10-12 students into positions that allow them to see the type of work our department does and that experience helps them determine if they would like to pursue a career in a Justice-related field. This summer the department will continue with this initiative.

There are two pieces of legislation that the Government Of Nunavut is working on and will have an impact on initiatives that promote Inuit Employment; they are the Inuit Language Protection Act and the creation of a new Public Service Act. The new Public Service Act will incorporate Inuit societal values consistent with Article 23 of the Nunavut Land Claim Agreement. Both the Legislation and the Legal & Constitutional Law Divisions within the Department of Justice are working on these pieces of legislation, through drafting the legislation and the regulations, as well as providing advice as particular issues arise.

## Specific Departmental Initiatives

There are several specific initiatives in the 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 with the following activities:

- All job descriptions are reviewed by a special committee consisting of the Deputy Head, Assistant Deputy Minister and a Human Resources staff at bi-weekly meetings. This allows for third party review of the Knowledge, Skills and Abilities section of the job description. By having the job description reviewed by people who have not participated in writing the job description, 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 years when the JDs were reviewed by the Senior Management Committee. New job descriptions will continue through the review process with the Senior Management Committee.
- 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 Staffing Division of 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.

- **Invest in human capital to improve effectiveness of the workforce**

- The department currently has three trainees who are funded internally through the departmental budget. The positions of Manager, Uttaqivik; Manager, Financial Services; and Director, Court Services currently have trainees who are learning these positions and will be appointed upon the successful completion of their learning plans and/or trainee programs.
- Through the development of the Inuit Employment Plan for the years of 2010-2015, we will develop specific succession plans for most divisions. 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. We will design plans that identify and develop key representative staff, thereby qualifying them for an identified position over time.
- This fiscal year we are rolling out the new performance review process and ensuring that employees in our department take part in the process. Once the

review is completed, a training plan and a work plan will be developed for that employee. 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

- The department has formed a partnership with the Canadian Executive Service Organization (CESO) to provide individual mentors to eight staff who have a high potential. These CESO mentors are building managerial capacity in our employees by enhancing skills, competencies and knowledge necessary for effective governance; supporting the development of policies and procedures that improve effective governance and respect for the centrality of tradition and culture; and are helping our staff to build strategic leadership capacity that focuses on the needs of communities and community members.
  - The CESO organization will also be utilized to provide a talent identification and development program to employees within our department.
  - To benefit the divisions that primarily deal with legal matters (Legal Registries, Legislation, and Legal & 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. The participants will also receive support from the CESO organization, either through individual mentors or by group training and support sessions.
- **Promote the Corrections Division as an employer to recruit Inuit staff**

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 order to overcome these challenges we are taking on the following initiatives:

- In partnership with Nunavut Arctic College, a curriculum will be designed to introduce those interested to the world of Corrections. The program will be short course consisting of several weeks of basic corrections training. Successful participants will receive a Certificate in Corrections which will then make it easier for them to obtain employment within our correctional facilities.
- Various Corrections staff will visit high schools, job fairs and trade shows 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 in areas related to Corrections. Ultimately, this will begin to build future employees for the Corrections division and the department as a whole.

- Active and regular recruitment of employees for positions within the correctional facilities through an open ad for casual employment. This way employees can gain experience in our facilities' and when a position becomes available, they will have the skills to win the competition. Also, they have an opportunity to see various career paths that are open to them within the Corrections Division and the department as a whole.
  - Lead a campaign directed at the communities of Nunavut to make them aware of positions within the Corrections Division. This includes sending job ads to the Hamlets for posting and distribution, making radio announcements and doing interviews to promote employment as a Correctional Officer or Youth Officer.
  - Produce a television commercial to educate the public on the role of the Corrections Division within the Justice system, foster interest and recruit new staff.
  - Develop an internal mentor or "buddy" system to orient new employees and retain current employees. Employees who have worked for the department for a length of time will have an opportunity to share their knowledge and work with new employees to help develop their skills. This will increase morale and create a sense of teamwork within the workplace.
  - With a completion date of December 2009 for the Women's Correctional Healing Facility, it is expected that six of the seven (86%) positions will be filled by Inuit staff. We have a difficult time filling positions within the Corrections Division with Inuit, however, this year we are hoping to change that with the initiatives indicated above.
- **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 societal values, 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 Qaujimajatuqangit committee, provides advice, direction, and assistance to the department on all matters involving the use of Inuktitut in the workplace, the incorporation of Inuit societal values into the department's programs and services and will offer various training and workshops. During this fiscal year the Illiniit Committee will be regrouping and opening its membership to new members, and two new initiatives will be undertaken this year. The committee is working on establishing a support network within the department for employees who are going through difficult times. Illiniit will also coordinate two Inuktitut as a First Language courses – they will coordinate a second offering of level one, as well as offering level 2 for the first time.
- 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.

- Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training offered by the Department of Human Resources. This promotes understanding of the Inuit culture, which facilitates the use of Inuit societal values in the workplace.
  - Offer and encourage all supervisors and managers 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, compressed work weeks, and so on).
  - 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.
- **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. Some of these are:
      - 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.
      - Leadership is taking forms other than the classic supervisory and management functions. This will include mentoring and encouraging employees to learn and develop their skills.

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

- Research options to effectively compete with other employers in Nunavut for representative workers. This might include flexible work arrangements, support and services for childcare and eldercare, benefits tailored to meet employees' needs and a safe and healthy work environment.
- Recognize success. We will identify and reward those who contribute to building and maintaining a representative, high-quality workforce, ultimately resulting in better service to the public.
- The Department will ensure that the use of all of Nunavut's languages is 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.
- 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.

## **ENVIRONMENTAL SCAN**

Nunavut faces significant challenges and opportunities as it continues to advance as a new and developing territory. There are a number of conditions and challenges with respect to the administration of justice.

The first is our rapid population growth. Between 2001 and 2008, our population grew by 4,703 or 17.6 percent. Statistics Canada has estimated Nunavut's population to be 31,448 as of July 1, 2008. This represents an increase of 1.1 percent or 335 people from July 1, 2007 (31,113).

The 2007 population report has men outnumbering women, with a count of 15,932 (51 percent) men and 15,181 (49 percent) women. In 2008, individuals aged 15 to 64 made up 64 percent while young people aged 14 and under accounted for 33 percent of Nunavut's population. This is a concern because youth are most likely to come into conflict with law enforcement which has a direct impact on the Department of Justice.

The second challenge in Nunavut is that there is a highly dispersed population throughout the territory. While about 6,802 people live in the capital city of Iqaluit, the rest are located in small communities spread across a large territory. This highly dispersed population causes substantially higher costs for the delivery of justice programs and also results in extraordinarily high travel and shipping costs.

Another challenge that has ripple effects on the Department of Justice is the overcrowding of homes throughout Nunavut.<sup>1</sup> This lack of adequate housing contributes to social problems, such as domestic violence.

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 new initiatives which are community driven and culturally appropriate are needed. Since 2005, the overall crime rate in Nunavut has gone down with an average decrease just below 7% per year.<sup>2</sup> The total Criminal Code offences in 2007 reached 29,917 per 100,000 population as compared to 35,178 total offences in 2005. These statistics call for a continued emphasis on crime prevention and programs for offenders and victims.

Many factors could help explain the high rate of crime in Nunavut, such as low overall educational attainment or substance abuse which is frequently associated with unemployment, family violence, criminal behavior and suicides. The impact of substance abuse is felt by a wide range of people; having an impact on communities and destroying families.

Prevention requires a coordinated response involving individuals, families, communities, private and government resources. In collaboration with other stakeholder agencies and Government of Nunavut departments, Justice actively participates in *Ilagitsiarniq*, a working group which seeks to reduce family violence through interagency collaboration. This working group is mandated to increase public awareness and coordinate government efforts at reducing domestic violence.

Nunavut will need to develop better statistical profiles of crime rates and trends in order to fully understand how our crime prevention initiatives and criminal justice system affect the overall rate of crime in Nunavut. New sources of information will be needed to develop a better understanding of the risk factors that lead to crime in Nunavut communities.

The following is 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.

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<sup>1</sup> Overcrowding is defined as more than one person per room on the 2001 Aboriginal Peoples Survey and it affects every community in Nunavut. See appendix IV for chart.

<sup>2</sup> Crime rates based on number of calls to police. See appendix IV for chart.

- 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.
- 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.
- 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)			
	2008-09	2009-10	2010-11	2011-12
Advisory and Administrative Services	9,639	<b>10,794</b>	11,045	11,045
Law Enforcement	22,823	<b>25,110</b>	25,110	25,110
Legal Support Services	2,475	<b>2,963</b>	3,073	3,073
Court Services	7,438	<b>7,937</b>	8,103	8,103
Legal Registries	1,158	<b>1,270</b>	1,314	1,314
Corrections	18,607	<b>23,136</b>	23,538	23,538
Community Justice	4,609	<b>4,792</b>	4,869	4,869
<b>TOTAL</b>	<b>66,749</b>	<b>76,002</b>	<b>77,052</b>	<b>77,052</b>

### Advisory and Administrative Services

Advisory and Administrative Services includes three programs: Office of the Deputy Minister and the Assistant Deputy Minister, Assistant Deputy Attorney General, 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 *Tamapta* as part of Department of Justice policy and program decisions, and to incorporate *Tamapta* 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Deputy Minister's (DM)/Assistant Deputy Minister's (ADM) Office</b>					
<b>Assistant Deputy Attorney General</b>		1,339	<b>1,619</b>	1,676	1,676
<p>The Deputy Minister's (DM)/Assistant Deputy Minister's (ADM) and the Assistant Deputy Attorney General (ADAG) 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. 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 Assistant Deputy Attorney General is the official legal advisor to the Cabinet and the Government of Nunavut, this position also oversees the Legal and Constitutional Law, Legislation, and Legal Registries Divisions of the Department, and Legal Aid and Legal Services Board. The ADM 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. This position also oversees the Community Justice Division, and the RCMP policing file.</p>					
<b>Corporate Services</b>		7,648	<b>8,448</b>	8,614	8,614
<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. The division is also responsible for the Inuit Employment Plan. The division also provides contributions to both the Legal Services Board for 5,779 M and the Human Rights Tribunal for 782K for their operations in Nunavut.</p>					
<b>Policy and Planning</b>		652	<b>727</b>	755	755
<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>Tamapta</i> strategy.</p>					
<b>Total, Advisory and Administrative Services</b>		<b>9,639</b>	<b>10,794</b>	<b>11,045</b>	<b>11,045</b>

**Priorities (2008-09)**

- Continue to further implement the departmental Inuit employment plan.  
**Status:** *A comprehensive IEP plan has been developed and will be implemented in support of Article 23 of the NLCA progressing towards a representative public service.*
- 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.  
**Status:** *An electronic manual has been created and placed on the Departmental drive. It is accessible to staff so that they can confirm signing authorities when presented with documents for their signature.*
- Develop a departmental “contracts” manual with division-specific procedures and forms, along with training workshops for staff.  
**Status:** *A package of contract procedures, forms, and documentation has been compiled and is available to anyone needing assistance with contracts. In addition the Corporate Services division has provided training for this package.*
- Through consultation with Inuit, develop long-term priorities for the incorporation of Inuit Qaujimajatuqangit into the civil and criminal justice systems.  
**Status:** *Ongoing. Strategic Planning is underway to develop long-term priorities for the incorporation of Inuit Societal Value into the civil and criminal justice systems.*

**Priorities (2009-2010)**

- Explore options for a Domestic Violence Court in Nunavut.
- Update and draft new policies for all correctional facilities in Nunavut.
- Address social concerns at their roots by exploring alternative restitution models.
- Complete an evaluation on the implementation of the *Family Abuse Intervention Act* (FAIA).
- Take interagency approaches to the continuation of the implementation of FAIA.
- Look at models of Crime Prevention and reduction in collaboration with the RCMP.
- Complete consultations on the Wills Kit.
- Through consultation with Inuit, develop long-term priorities for the incorporation of Inuit Societal Values 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 Police Services 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)	2008-09	2009-10	2010-11	2011-12
Law Enforcement		22,823	25,110	25,110	25,110
<b>Total, Law Enforcement</b>		<b>22,823</b>	<b>25,110</b>	<b>25,110</b>	<b>25,110</b>

Policing services are provided by the RCMP and contracted to the Government of Nunavut. The Nunavut Division – “V” Division – has personnel posted throughout the territory with detachments in 25 communities. There are 152 RCMP positions 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.

### Priorities (2008-09)

- Improve the recruitment and retention of Inuit members in Nunavut.
 

**Status:** “V” Division is exploring alternatives to the current service delivery methodology. Specifically, the Special or Inuit Constable Program will be much more suited to the unique needs of Nunavut and be much more deliverable.

“V” Division has assumed the responsibilities of a Provost section, final steps are being taken to recruit and hire 3 Inuit Provosts for this section

“V” Division will continue with the highly successful and acclaimed Summer Student program this provides all participants to have a unique understanding of the partnership that exists between the police and the community that they serve.
- 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.
 

**Status:** A presentation was given at the Detachment Commanders POWPM in October to ensure members are aware of their responsibilities under the Act.

*"V" Division Training Section is also preparing a training package with the assistance of the Committee for all our new members arriving in "V" Division.*

- 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.

**Status:** *Ongoing. The RCMP will continue to expand efforts to hire Inuktitut speaking staff. Additionally, "V" Division and the Government of Nunavut are advocating for 32 S/Cst positions. These will be site and function specific, providing language skills and consistency.*

### **Priorities (2009-2010)**

- 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. Increase support for culture.
- Recruit 5 beneficiaries for a pilot project for Inuit Special Constables. Improve education and training outcomes.
- Explore Crime prevention and reduction plans for a common cause. Addresses social concerns at their roots.

### **Legal Support Services**

Legal Support Services provides legal services to all government departments in order to assist them in carrying out their mandates and protect the government's legal interests. Program responsibilities include the provision of legal advice and representation, legal drafting, and the administration of estates on behalf of Nunavut residents who die without a will, or are in need of protection.

### **Objectives**

- To provide quality and timely advice to government departments on all legal matters.
- To represent the interests of the Government of Nunavut in all legal proceedings.
- To provide relevant legal training to government departments as appropriate.
- To protect the interests of vulnerable children, dependent adults and Nunavummiut who have died without a will.
- To provide high quality legislative drafting and translation services to the government.
- To provide the public with access to Nunavut's legislation.
- To maintain, revise and consolidate Nunavut's legislation.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Legal and Constitutional Law</b>		1,451	<b>1,803</b>	1,871	1,871
<p>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.</p>					
<b>Legislation Division</b>		1,024	<b>1,160</b>	1,202	1,202
<p>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.</p>					
<b>Total, Legal Support Services</b>		<b>2,475</b>	<b>2,963</b>	<b>3,073</b>	<b>3,073</b>

### **Priorities (2009-2010)**

- Provide opportunities for legal counsel in both Divisions to gain a better understanding of the principles of Inuit Social Values and how they can they can better incorporate those values into their work.
- Provide training for Inuit staff to support Inuit leadership in the both Divisions.
- Work with other Government of Nunavut departments to ensure proper interpretation and implementation of the Nunavut Land Claims Agreement.
- Provide advice and assistance to departments in order to obtain more accurate, more complete and more timely directions, and thereby enable superior legislative drafting

### **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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Court Administration</b>		5,351	<b>5,734</b>	5,858	5,858
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>		294	<b>304</b>	308	308
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>335</b>	348	348
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>		809	<b>849</b>	864	864
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) <i>Criminal Code</i> 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>420</b>	426	426
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' Safety & Compensation Commission, 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.

<b>Rental</b>	119	<b>119</b>	119	119
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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**

<b>Services Administration</b>	159	<b>176</b>	180	180
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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*.

<b>Total, Court Services</b>	<b>7,438</b>	<b>7,937</b>	<b>8,103</b>	<b>8,103</b>
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**Priorities (2008-09)**

- Provide resources and training to support staff and Justices of the Peace (JP) in the implementation of the *Family Abuse Intervention Act (FAIA)*.  
**Status:** *JP training was provided in Rankin Inlet at the end of October, including basic training for all JPs who attended and a more detailed refresher course for FAIA JPs. Additional training is planned for the regional and Baffin Community Outreach Workers.*
- Introduce the *Maintenance Orders Enforcement Act*.  
**Status:** *Ongoing, additional community consultations are being scheduled and it is anticipated that the new Act will be ready for introduction next fiscal year.*
- Expand the use of new technologies and systems.  
**Status:** *The new Court Information System is currently being tested by court staff for planned implementation in the 2009/2010 fiscal year. The new system will strengthen the efficiency of court administration by tracking court files, scheduling of hearings, recording outcomes, generating court dockets and providing statistical reports to the federal government according to the National Data Standards.*

**Priorities 2009-2010**

- Pursue/develop training opportunities to prepare Inuit staff for advancement opportunities.
- Strengthen administration of the Labour Standards Board, the Nunavut Review Board and the Liquor Licensing Board.



- Introduce the *Maintenance Orders Enforcement Act* which will help those at risk in our communities.
- Select and develop an intern replacement for the Chief Coroner position.

## 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 who deal with shares offered for sale to investors are registered and to promote 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)	2008-09	2009-10	2010-11	2011-12
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<b>Land Titles Office</b>		661	<b>725</b>	750	750
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To administer the *Land Titles Act* by reviewing and registering survey plans and various legal documents to create ownership titles and to identify other legal interests and mortgages affecting titled lands. The office also administers the *Personal Property Security Act*, which enables a lender to register their claim in personal property identified in a security agreement. This registration protects the lender's claim to the collateral and enables future purchasers or lenders to search the registry for prior registered interests.

<b>Corporate and Securities Registries</b>		497	<b>545</b>	564	564
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The Corporate Registry administers the *Business Corporations Act*, *Societies Act*, *Partnership Act*, and certain provisions of the *Co-operative Associations Act* and *Credit*

*Union Act.* Submitted documents are reviewed and processed to establish and maintain current information on corporations, societies, partnerships and co-operative associations.

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

<b>Total, Legal Registries</b>	<b>1,158</b>	<b>1,270</b>	<b>1,314</b>	<b>1,314</b>
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**Priorities (2008-09)**

- Implement Phase 1 of Electronic Registration to build capacity in anticipation of higher volumes generated by community surveys (to be carried out in 2008-09 and beyond).  
**Status:** *Land Titles Database is fully operational. Phase 1 of Electronic search and registration implemented and working well. Community surveys flowing into Land Titles Office.*
- Lay groundwork for Electronic Registration System for both Land Titles (first priority) and Corporate Registries.  
**Status:** *Land Titles Act was amended to allow for electronic registration.. Corporate Registry legislation authorizes electronic documentation. Online submissions now accepted for registration in both Land Titles and Corporate Registries.*
- Improve websites to allow easy use of information and forms for both Land Titles and Corporate Registries, by incorporating instructions for preparation of submissions.  
**Status:** *Legal Registries website operational. All corporate forms and corresponding instructions are available for download.*
- Explore Nunavut participation in Atlantic Personal Property Registration Systems (PPRS) proposal for wider integration.  
**Status:** *PPRS contract successfully renewed with no increases to Nunavut till 2012.*
- 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; Fee schedule prepared for Securities Office; new fees regulations to be passed in 2009-10 fiscal year.*

## **Priorities (2009-2010)**

### **Land Titles:**

- Promote usage of second phase of electronic registration: online registration system named POLAR (Parcelized Online Land Registration) completed in 2008-09 and to come online in 2009-10, which will enhance our recognition in Canada and the world.
- Secure major banks participation in submission of Standard Mortgage Terms to facilitate and expedite transactions.
- Finalize automated plan registration numbers exchange with CCCM (Canadian Centre for Cadastral Management) and populate with GIS (Geographic Information system) data, by improving on existing exchange mechanism.
- Provide online search access to CGS and Communities to encourage community based planning and development.

### **Corporate Registries:**

- Build phase II of online search and registration system named Business Enquiries and Registration (BEAR) for access through the Web.
- Complete electronic database of all records and submissions for Corporations and Societies and provide online access to information.

### **Securities Office:**

- Prepare new Securities Fee Schedule in anticipation of the national Phase 2 implementation of the Passport System.
- Prepare Superintendent rules regarding CPAB (Canadian Public Accountability Board) to match national amendments in Securities laws.
- Prepare a new Securities Transfer Act to match all Canadian jurisdictions and fulfill obligations under an MOU (Memorandum of Understanding) between Canadian Ministers responsible for Securities.
- Participate in NASAA (North American Securities Administrators Association) training and voting conferences to enhance Nunavut's presence in North America and encourage foreign investments.

## **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 oversee the adult and young offenders' facilities, including on-the-land camp operations and open-custody homes. The Community Corrections Program supervises offenders placed on probation or released from institutions on parole or early release.

**Objectives**

- To seek the advice and assistance of the communities in how best to provide correctional services.
- To work in partnership and cooperation with other government departments in the development and delivery of community wellness and crime prevention programs.
- To offer care, custody and healing to offenders in the communities and facilities.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
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<b>Corrections Directorate</b>		918	<b>6,857</b>	6,729	6,729
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The Directorate oversees the operation of corrections throughout Nunavut, providing the direction and support to institutions and community programs as well as developing and initiating new programs and assisting in program development. The Directorate also provides the liaison with other jurisdictions across Canada.

<b>Community Corrections (Probation)</b>	1,625		<b>1,886</b>	1,958	1,958
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Community Corrections has been working at establishing a "stand alone" probation service for Nunavut. Probation services that were formerly handled by Health and Social Services are now being conducted by Community Corrections officers in some communities. Community Corrections officers provide supervision, support and programming to adult and youth offenders serving sentences on probation or under conditional sentences. Social Services still provide some services in communities where we do not have Community Corrections officers.

<b>Adult Healing Facilities</b>		1,582	<b>1,928</b>	1,994	1,994
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Carrying out the mandate of the courts, the Healing Facilities provide care, custody and control to offenders sentenced to terms of incarceration. Elders are providing counseling and healing programs in the facilities enabling offenders to heal in an environment that is supported by their families and home communities.

<b>Adult Institutions and Correctional Camps</b>		12,377	<b>10,180</b>	10,495	10,495
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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>2,285</b>	2,362	2,362
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To provide open and secure placement for youth offenders as ordered by the court pursuant to the *Youth Criminal Justice Act*. The program provides treatment and care to youth sentenced to terms in custody or awaiting trial. The open custody young offenders are sent to the alternative homes to learn to live in a structured environment. The

alternative homes also provide traditional healing and Inuit living skills on the land in all seasons, spring, summer, fall and winter.

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<b>Total, Corrections</b>	<b>18,607</b>	<b>23,136</b>	<b>23,538</b>	<b>23,538</b>
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**Priorities (2008-09)**

- Develop a Human Resource strategy for the Kivalliq Healing Correctional Centre.  
**Status:** *Currently in progress. Sivuliqtiksaq internship program has approved funding for one Manager trainee position for the Rankin Inlet Correction Centre. Initial discussions with Nunavut Arctic College have begun on training needs for that facility.*
- Expand the capacity of outpost camps and alternative homes to provide secure and effective programming as an alternative to incarceration at Correctional facilities.  
**Status:** *A Request for Proposals was sent out this past fiscal year, and one response was received for opening an outpost camp in Arviat which is currently under review. Funding will need to be identified for this expansion.*
- Review programming provided to offenders, through integration of case management and strategies to address the needs of chronic offenders.  
**Status:** *The Directorate is currently reviewing the case management systems with a view of establishing this in Nunavut. This approach will integrate the case management of each individual throughout their total incarceration and after care time. Staff will be trained in a risk and needs assessment in order to be more effective in identifying needs of the chronic offenders.*
- Establish and deliver comprehensive education and training programs for correctional staff.  
**Status:** *Finished two basic training programs for correctional officers in March 2009, along with restitution training for all correctional staff. The Supervisor training program was developed and will be delivered in April 09. The Elder counselor at BCC provided language training to staff.*

**Priorities (2009-10)**

- Open the new outpost camp in Arviat which will allow offenders to connect with their traditional roots.
- Develop a recruitment strategy for staffing in cooperation with the Department of Human Resources. This will assist us in improving education and training outcomes for our facilities.
- Hire a new management team for the Kivalliq Healing Correctional Centre, including a Manager Trainee for the Rankin Inlet Territorial Corrections Facility. Improve education and training outcomes.

- Develop policy and programming for the future women’s facility.
- Provide 6 month training and certification to all case management staff in validated risks and needs assessment to provide a valid standard used across North America and Europe. Improve education and training outcomes.
- Complete implementation of case management and develop strategies to address the needs of chronic offenders.

## Community Justice

Community Justice utilizes Inuit societal values as outlined by the guiding principles of *Tamapta*, in providing assistance to all communities with establishing Crime Prevention initiatives, as well as offering culturally relevant alternatives to the formal judicial system where doing so is consistent with the preservation of public safety.

Community Justice seeks to contribute to the capacity of each community to care for its members who are victims of crime, to support offenders’ efforts in making relevant restitution for the harm they are causing, to learn to meet their needs through pro-social behaviours, and to become contributing members of their 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 elders in 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 distribute public legal education material in all communities.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Community Justice Directorate</b>		2,903	<b>1,712</b>	1,751	1,751
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>		1,706	<b>3,080</b>	3,118	3,118
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>4,609</b>	<b>4,792</b>	<b>4,869</b>	<b>4,869</b>
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**Priorities (2008-09)**

- Implement the *Family Abuse Intervention Act* program in all Nunavut communities.  
**Status:** *Community Justice completed extensive training of all Community Justice Outreach Workers (CJOW), updated the CJOW reference guide, and created a mechanism for statistical reporting of emergency protection orders and community intervention orders. The RCMP and Justices of the Peace were invited to Community Justice planning sessions to discuss and plan how to work more effectively together. These efforts are expected to result in more integrated and effective service delivery in 2009-10.*
- 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.  
**Status:** *Still in progress. Family law training was completed for all Community Justice Mediators in Nunavut. Alternative Dispute Resolution training was not completed and is required for the delivery of small claims mediations.*
- Implement and deliver parenting after separation program at the community level.  
**Status:** *Three new positions were created in Rankin Inlet, Cambridge Bay and Cape Dorset. Two new Mediators were trained in areas of family mediation, violence screening and basic counseling skills. Information and promotional materials were created, however plans for program expansion did not reach the community level.*
- Explore options for establishment of the Victims Services Program in Nunavut.  
**Status:** *Victims Assistance Program revised its proposal submission evaluation process which allowed it to provide more specific feedback to submitters of proposals. This provides clearer understanding of our mandate and is intended to expand the ability to fund relevant projects in the community.*

**Priorities (2009-10)**

- Provide Alternative Dispute Resolution (ADR) training to Family Mediators to begin preparing for the coordination of small claims mediations in Nunavut.
- Deliver additional training and development to mediators to expand their responsibilities and enhance mediation services at the regional level. Address social concerns at their roots.
- Encourage Community Justice Outreach Workers to put increased focus on Community Intervention Orders and provide training to them on defusing conflict and working with people who have experienced trauma. Helping those at risk in our communities.
- Deliver Parenting After Separation Program information sessions in all regions. Helping those at risk in our communities.

**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 alleged violations of human rights in Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Human Rights Tribunal</b>		849	<b>782</b>	802	802
The Human Rights Tribunal hears human rights notifications from residents of Nunavut referred to it by the Human Rights Tribunal office, and makes determinations on how the notifications should be resolved.					
<b>Total, Human Rights Tribunal</b>		<b>849</b>	<b>782</b>	<b>802</b>	<b>802</b>

**Priorities (2008-09)**

- Issue Annual Report on or before June 30, 200[8].  
**Status:** *Issued on June 26<sup>th</sup>, 2008*
- Decrease decision turn-around time lines.  
**Status:** *In progress. The Tribunal is meeting shortly and 45% of the upcoming agenda is dedicated solely to decision-making. It is the hope of the Chair that the backlog of files submitted on or before December 31<sup>st</sup>, 2007 will have*



*decisions regarding the merit of the Notification. It is anticipated that wait time would be then decreased to 6 months.*

- Review administrative processes and procedures, with an emphasis on IQ framework incorporation.

**Status:** *Application forms and Rules of Procedure have been reviewed. The Tribunal will be approving their Rules of Procedure at this upcoming meeting and the revised documentation will to be released once the Rules of Procedure are adopted.*

- Launch website.

**Status:** *Anticipated Launch has been moved to the spring of 2009. Again, the Rules of Procedure need to be adopted before movement can occur on this front.*

### **Priorities (2009-2010)**

- Complete one community visit per region. Helping those at risk in our communities.
- Schedule two face-to-face meetings to clear Decision backlog.
- Promote fifth Anniversary of the establishment of the Nunavut Human Rights Act. Enhance our recognition in Canada and the world.
- Continue to strengthen our rapport with Nunavut Legal Services Board towards promoting human rights education and legal representation for human rights cases or causes.

### **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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Legal Services Board</b>		5,179	<b>5,779</b>	5,807	5,807
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>5,179</b>	<b>5,779</b>	<b>5,807</b>	<b>5,807</b>

**Priorities (2008-2009)**

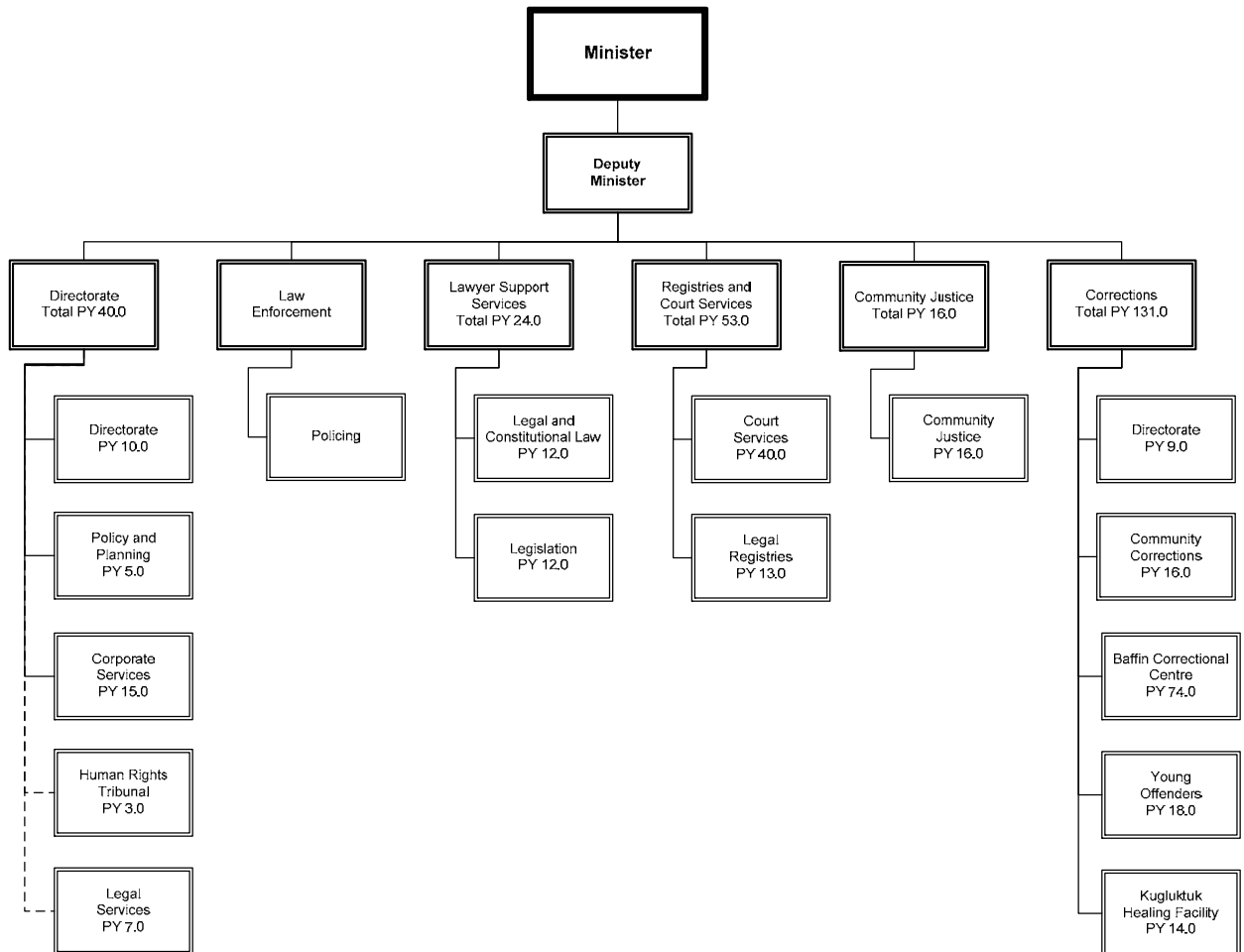
- Continue to recruit and standardize the NLSB Courtworker system. This path we have started in 2006 will remain the highest priority with NLSB. The Courtworker Coordinator will work to get every court-worker under NLSB contract and put into place a system of work division and reporting that will greatly enhance the effectiveness of the court-workers within the justice system.  
**Status:** *The court workers remain employees of the regional boards, however, and not of the Legal Services Board, so they are not under NLSB contract. This year will see the standardization of wages, benefits and other terms of employment across the three regions. It is anticipated that the number of court workers throughout the Territory will double this coming year.*
- 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:** *The NLSB now assigns the same staff counsel to cover circuits and has a specific staff lawyer designated as the "point" person for each community. This will give community members a single individual with whom to consult regarding issues such as amendment of probation orders, amendment of undertakings, and general questions regarding the criminal justice process.*
- Improve weekly and monthly reporting by all lawyers.  
**Status:** *Ongoing. The gathering of consistent and more thorough reports remains a high priority for NLSB in 2009-2010 which will be facilitated by the introduction of a Data Base system. The new Data Base will be introduced in May 2009.*
- 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 was hired by the NLSB to implement new accounting systems and improve the overall financial operations of the NLSB. This priority is ongoing.*

**Priorities 2009-2010**

- Submit the Annual Report in a timely fashion to meet reporting requirements under the Access to Justice Agreement.
- Construct a new office complex at the regional legal aid clinic in Rankin Inlet.
- Improve Community circuit work coverage and procedures – NLSB will be expecting greater accountability and performance on circuits by all lawyers working within the system.
- Continue to recruit and standardize the NLSB Courtworker system.
- Ensure that sufficient resources are being allocated to improve access to justice in the area of family law
- Develop and implement measures to increase the recruitment and retention of lawyers, courtworkers and support staff.
- Complete the upgrading and modernization on the information technology and computer database systems of the Legal Services Board and regional clinics.

## Appendix I: Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	256.3
Vote 4/5 PYs	6.7
Revolving Fund and other PYs	1.0
<b>Total PYs</b>	<b>264.0</b>

## Appendix II: Inuit Employment Targets

Departmental Inuit Employment Targets	As of December 31, 2008		Target for 2009-2010	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>261</b>	<b>100</b>	<b>264</b>	<b>100</b>
Total Filled Positions	207	79%	226	86%
Total Vacancies	54	21%	38	14%
Total Beneficiaries	113	55%	130	58%
<b>Total Executive Positions</b>	<b>3</b>	<b>100</b>	<b>3</b>	<b>100</b>
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	2	67%	2	67%
<b>Total Senior-Management Positions</b>	<b>9</b>	<b>100</b>	<b>9</b>	<b>100</b>
Total Filled Senior-Management Positions	9	100%	9	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Beneficiaries in Senior-Management Positions	1	11%	1	11%
<b>Total Middle-Management Positions</b>	<b>26</b>	<b>100</b>	<b>26</b>	<b>100</b>
Total Filled Middle-Management Positions	22	85%	23	88%
Total Vacant Middle-Management Positions	4	15%	3	12%
Total Beneficiaries in Middle-Management Positions	7	32%	8	35%
<b>Total Professional Positions</b>	<b>28</b>	<b>100</b>	<b>29</b>	<b>100</b>
Total Filled Professional Positions	21	75%	27	93%
Total Vacant Professional Positions	7	25%	2	7%
Total Beneficiaries in Professional Positions	4	19%	5	19%
<b>Total Paraprofessional Positions</b>	<b>168</b>	<b>100</b>	<b>170</b>	<b>100</b>
Total Filled Paraprofessional Positions	133	79%	140	82%
Total Vacant Paraprofessional Positions	35	21%	30	18%
Total Beneficiaries in Paraprofessional Positions	82	62%	92	66%
<b>Total Administrative Positions</b>	<b>27</b>	<b>100</b>	<b>27</b>	<b>100</b>
Total Filled Administrative Positions	19	70%	24	89%
Total Vacant Administrative Positions	8	30%	3	11%
Total Beneficiaries in Administrative Positions	17	89%	22	92%

## Appendix III: Financial Summary

Branch	2008 – 2009		2009 – 2010		2010 – 2011		2011 – 2012	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE**</b>								
Salary	3,172	39.0	3,658	40.0	3,813	40.0	3,813	40.0
Grants & Contributions	6,028		6,561		6,609		6,609	
Other O&M	439		575		623		623	
<b>Subtotal</b>	<b>9,639</b>		<b>10,794</b>		<b>11,045</b>		<b>11,045</b>	
<b>LAW ENFORCEMENT</b>								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	22,823		25,110		25,110		25,110	
<b>Subtotal</b>	<b>22,823</b>		<b>25,110</b>		<b>25,110</b>		<b>25,110</b>	
<b>LAWYER SUPPORT SERVICES</b>								
Salary	2,210	23.0	2,668	24.0	2,778	24.0	2,778	24.0
Grants & Contributions	-		-		-		-	
Other O&M	265		295		295		295	
<b>Subtotal</b>	<b>2,475</b>		<b>2,963</b>		<b>3,073</b>		<b>3,073</b>	
<b>REGISTRIES AND COURT SERVICES</b>								
Salary	4,690	52.0	5,218	53.0	5,428	53.0	5,428	53.0
Grants & Contributions	-		-		-		-	
Other O&M	3,906		3,989		3,989		3,989	
<b>Subtotal</b>	<b>8,596</b>		<b>9,207</b>		<b>9,417</b>		<b>9,417</b>	
<b>CORRECTIONS</b>								
Salary	11,985	129.0	13,406	131.0	13,958	131.0	13,958	131.0
Grants & Contributions	-		-		-		-	
Other O&M	6,622		9,730		9,580		9,580	
<b>Subtotal</b>	<b>18,607</b>		<b>23,136</b>		<b>23,538</b>		<b>23,538</b>	
<b>COMMUNITY JUSTICE</b>								
Salary	1,623	15.0	1,904	16.0	1,981	16.0	1,981	16.0
Grants & Contributions	2,407		2,303		2,303		2,303	
Other O&M	579		585		585		585	
<b>Subtotal</b>	<b>4,609</b>		<b>4,792</b>		<b>4,869</b>		<b>4,869</b>	
<b>TOTAL</b>	<b>66,749</b>	<b>258.0</b>	<b>76,002</b>	<b>264.0</b>	<b>77,052</b>	<b>264.0</b>	<b>77,052</b>	<b>264.0</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.

## Appendix IV: Crime Statistics

### Crime Rates in Nunavut

Year	Total Violent Crimes	change in rate	Total Property Crimes	change in rate	TOTAL CRIMINAL CODE	change in rate
2001	6671	11	5544	13	25394	21
2002	7290	9	6267	13	29486	16
2003	8030	10	7276	16	35104	19
2004	7931	-1	7047	-3	36907	5
2005	7440	-6	5714	-19	35178	-5
2006	6849	-8	4313	-25	31602	-10
2007	7164	5	4133	-4	29917	-5

Crime Rates by Province and Territory						
	Violent crime		Property crime		Total Criminal Code offences <sup>2</sup>	
	2007 rate <sup>1</sup>	2006 to 2007 % change in rate	2007 rate <sup>1</sup>	2006 to 2007 % change in rate	2007 rate <sup>1</sup>	2006 to 2007 % change in rate
<b>Canada</b>	<b>930</b>	<b>-3</b>	<b>3320</b>	<b>-8</b>	<b>6984</b>	<b>-7</b>
Newfoundland and Labrador	949	11	2283	-3	6346	3
Prince Edward Island	664	-6	2660	-12	5982	-12
Nova Scotia	1065	-6	3072	-12	7456	-8
New Brunswick	851	0	2305	-10	5502	-8
Quebec	734	-3	2869	-8	5317	-10
Ontario	734	-4	2635	-7	5228	-9
Manitoba	1513	-5	4407	-11	10829	-7
Saskatchewan	2019	0	4314	-10	13225	-4
Alberta	1104	-1	4259	-5	9237	-4
British Columbia	1172	-4	5177	-9	10433	-8
Yukon	2924	-3	4369	-15	21317	3
Northwest Territories	7071	10	5795	-8	43762	6
<b>Nunavut</b>	<b>7164</b>	<b>5</b>	<b>4133</b>	<b>-4</b>	<b>29917</b>	<b>-5</b>

- Rates are calculated per 100,000 population.
- Total Criminal Code also includes other Criminal Code offences (excluding traffic) not shown in these tables.
- Source: Statistics Canada — Uniform Crime reporting Survey- Canadian Centre for Justice Statistics

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

**Business  
Plan**

***2009-2010***



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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 and with regional offices in Baker Lake, Igloolik and Kugluktuk.

To fulfill its lead role in the preservation and promotion of Inuit Societal Values and Inuit Language, the department relies on partnerships with federal and community governments and agencies, and 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.*

### **Our Principles and Values**

- Promoting Inuit Societal Values.
- Encouraging ongoing dialogue between elders and youth and the government.
- Promoting healthy, active living for Nunavummiut.
- 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.

## **STRATEGIC COMMITMENT TO TAMAPTA/CL<sup>CC</sup>: BUILDING OUR FUTURE TOGETHER**

### **Inuit Societal Values**

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 Qaujimagatuqangit Katimajit and Tuttarviit.

The Katimajit is made up of non-governmental members who have expertise with Inuit societal values and provides advice to Government of Nunavut departments. Tuttarviit is an interdepartmental group consisting of Inuit Qaujimagatuqangit coordinators from each Government of Nunavut department. These bodies are supported by the department's Director of Inuit Qaujimagatuqangit. Tuttarviit draws on the Katimajit as a resource and develops Inuit Qaujimagatuqangit 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 societal values and knowledge. Examples include:

- the collection of oral histories from elders in different communities;
- the preservation, promotion, and protection of the Inuit Language through territorial activities such as Uqausirmut Quviasuutiqarniq (language week), and Titiraliritti, Nunavut's literary writing contest ;
- the development and implementation of the *Youth Action Plan* and *Elders Strategy*;
- the promotion of Inuit games, traditional recreation activities at the community level, and competitive opportunities such as the Arctic Winter Games and North American Indigenous Games; and
- The Department's grants and contributions programs assist non-profit organizations and individuals to develop culturally-relevant initiatives.

### **Connect Our Community**

The department contributes to the social and cultural health of communities through ongoing consultations and development of elders and youth programs and services. The department supports the connection between community and government by incorporating traditional activities and local knowledge into our programs. 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.

The Department of Culture, Language, Elders and Youth is working collaboratively with the Departments of Justice, Health and Social Services, Education and Executive and Intergovernmental Affairs through the Ilagiittiarnilirijiit Working Group. This working group's mandate is to improve community wellness through a high level of departmental collaboration. The focus is on strengthening the delivery of community service programs and utilizing existing community based groups by use of a more holistic approach and the integration of Inuit Societal Values in our responses to social challenges.

### **Increase Support for Culture and the Arts**

Through its grants and contributions programs, Culture, Language, Elders and Youth supports culture and continued learning in a wide range of areas including arts, language, heritage, and sports. Many departmental activities involve consultations with the Inuit Qaujimagatuqangit Katimajit, and we are collaborating with other departments on the establishment of Piqqusilirivvik (cultural learning facility). 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 including access to a toll free number Nunavummiut can call to access information in all official languages. The department is leading the efforts to implement the new made-in-Nunavut language legislation.

### **Help Those at Risk on Our Communities**

Advocacy on behalf of two of the most vulnerable sectors of our population, elders and youth, continues as a key theme in almost every program area of the Department. It has been proven that providing youth with opportunities for leadership and helping them to discover pride in their identity is critical to building positive self-esteem. The department continues to build on unique opportunities for sharing and learning between elders and community, which provide youth with coping mechanisms, community understanding, and support. Furthermore, the inclusion of elders signals a return to looking at elders as leaders in society. Ensuring elders are respected and cared for as the guardians and teachers of Inuit culture and language is key to breaking down the barriers of abuse and neglect which some of them may currently face in their homes and communities.

## **Improve Health through Prevention**

A healthy lifestyle through active living not only promotes good health, but may improve health through prevention and decrease the risks of obesity, heart disease, and diabetes. The Department is committed to improving the health of Nunavummiut, and supports active living for all ages. The Department promotes 'active living' activities in communities through community programs, and also promotes the physical activity guide. Promoting physical, mental, and spiritual health through traditional Inuit activities (such as hunting, berry picking, fishing) and games (Inuit games) can have a tremendously positive effect on the health of Nunavummiut. Incorporating traditional activities and opportunities through community initiatives serves to improve the health and prevent disease of Nunavummiut by promoting active living.

## **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 positions. This increases the probabilities of hiring beneficiaries. This is especially true in the Official Languages Branch, the Inuit Qaujimajatuqangit Division, Taiguusiliuqtiit and Piqqusilirrivik.

At the end of the 2008 calendar year the Department of Culture, Language, Elders and Youth was at 70% Inuit Employment. This percentage is expected to rise to 72% by the end of the 2009-10 fiscal year.

### **Departmental Inuit Employment Initiatives**

The Department of Culture, Language, Elders and Youth is involved in various initiatives that focus on increasing Inuit employment within the department.

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

- Hiring of beneficiaries for vacant positions;
- Review of all job descriptions to remove systemic barriers; be as creative and effective as we can in assessing qualifications and skill levels.
- Work with Elder Advisors in the workplace; in making the daily work environment and approaches to reflect Inuit societal values;

- Implementation of new language legislation and the creation of the Language Authority.
- Development of programs and hiring of staff for the Piqusilirivvik, Cultural Learning Facility.
- Promote professional development, training and mentorship

## **ENVIRONMENTAL SCAN**

The Department of Culture, Language, Elders and Youth was created as an expression of the desire of Nunavummiut for a government that reflects 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, progressing to reach a representative level of Inuit employment, and integration and promotion of 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. Language equality will be addressed through the augmentation of the linguistic and human resources in the Translation Bureau and by strengthening and developing Inuit Language terminology for Nunavummiut.

The Department of Culture, Language, Elders and Youth has a crucial role to play in this regard by supporting the implementation of the new *Official Languages Act* and the *Inuit Language Protection Act*.

### **Language Legislation Implementation**

Departments and public agencies must work toward an improved, effective and efficient compliance with the existing *Official Languages Act* (NWT 1988), and prepare for the new requirements once the new Act (Nunavut 2008) comes into effect. Its companion *Inuit Language Protection Act* was approved in September 2008, and requires all government departments and agencies to take positive action to protect and promote the Inuit Language, and ensures it remains at the center of education, work and daily life across the territory.

### **Official Languages Act**

Under the existing or new *Official Languages Act*, any member of the public in Nunavut has the right to communicate with and to receive available services from territorial institutions in the official language of their choice, either in the Inuit Language, English or French.



The Inuit Language is defined under the *Inuit Language Protection Act* as Inuinnaqtun in or near Kugluktuk, Cambridge Bay, Bathurst Inlet and Umingmaktuq; and Inuktitut in or near any other municipalities. Cabinet may also prescribe by regulations the circumstances or situations where both Inuinnaqtun and Inuktitut are to be used in services and information provided to the public.

Administrative heads of territorial institutions bound by the legislation to communicate with the public and offer services in the Official Languages must take appropriate measures (including an “active offer”), so that the public can avail itself of its rights at head and central offices, particularly when the services in question involve urgent or confidential matters.

The above requirements apply also to other offices where there is significant demand for a service in an Official Language and/or due to the nature of the service in question (e.g., health, safety, and security of the public, including services applicable to all Nunavummiut).

## **Inuit Language Protection Act**

The *Inuit Language Protection Act* states that the Inuit of Nunavut have an inherent right to use the Inuit Language – a right that cannot be taken away, and that must be protected and promoted through positive action by departments and agencies of the Government of Nunavut.

The Act requires measures to be taken in three priority areas to support:

- **The right to Inuit Language instruction in the school system.** Recognizing that Language is most easily acquired in childhood, the Act requires the government to provide children with lifelong reading and writing skills through a learning environment rich in the Inuit Language.
- **The right to work in the Inuit Language in territorial government institutions.** The Government of Nunavut is committed to achieving representative levels of Inuit employment at every level of its public service. The Act requires government to promote the advancement of public servants already fluent, and to support the development of language skills by non-Inuit Language speakers.
- **The use of the Inuit Language in day-to-day services and information.** When governments, municipalities, community organizations and businesses direct certain types of information and services to the public, they must do so in the Inuit Language.

The Act also requires departments and public agencies to support the use of the Inuit Language in pre-school and adult education, and authorizes special measures to promote its use among youth and in communities where it is at

particular risk.

The Act assigns responsibility for different aspects of implementation, promotion and enforcement to several specific individuals and agencies:

- The Inuit Uqausinginnik Taiguusiliuqtiit, which is an expert Inuit Language body mandated to develop and standardize the Inuit Language, and document dialects and traditional expressions.
- The Languages Commissioner, which will investigate concerns about language practices in both the public and private sectors and find innovative solutions.
- The Minister of Languages, who is now responsible for promotion, consultation and the preparation of a comprehensive plan to implement the language legislation.

## **Youth**

Nunavut's youth are expected to straddle two cultures. Many start families young, have 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 and productivity of our youth.

The Department of Culture, Language, Elders and Youth develops opportunities for youth to participate in activities and programs. The department promotes positive role models and encourages youth to participate in or volunteer for community events. There is a need for youth to get involved in building their own futures, but these initiatives are successful only with effective partnerships with communities, families, and elders.

## **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 services and programs in the language of choice.

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 opportunities for elders to understand the modern influences on the lifestyle and unique challenges of our 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.

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.

## **Culture and Heritage**

Nunavut's unique culture and history forms a defining element in 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.

## **Sport and Recreation**

The Government's Sport and Recreation programming plays a vital role in developing and sustaining a healthy and active population through both traditional and non-traditional activities. Nunavummiut of all ages participate in and benefit from Sport and Recreational opportunities provided at the community, regional, and territorial level. Intercommunity competitive opportunities are often determined by flight costs and logistics, since participants must travel by air between communities.

Nunavut is represented nationally and internationally at major multi sport games such as the Arctic Winter Games, Canada Games, and North American Indigenous Games by athletes, coaches, and officials identified and trained through territorial Sport and Recreation Programming.

## CORE BUSINESS

Culture, Language, Elders and Youth programs:

	Budget (\$000)			
	2008-2009	2009-2010	2010-2011	2011-2012
Directorate	4,109	<b>4,686</b>	6,103	8,623
Official Languages	2,377	<b>3,512</b>	3,494	3,384
Taiguusiliuqtiit	0	<b>930</b>	2,040	2,040
Culture and Heritage	4,621	<b>4,341</b>	4,409	4,409
Elders and Youth	1,674	<b>2,243</b>	2,289	2,289
Sport and Recreation	5,326	<b>5,449</b>	5,497	6,297
<b>TOTAL</b>	<b>18,107</b>	<b>21,161</b>	<b>23,832</b>	<b>27,042</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 Qaujimajatuqangit and Inuit Societal Values initiatives across government and provides administrative support to the Inuit Qaujimajatuqangit Katimajiit. The Policy and Planning, Corporate Services and Inuit Qaujimajatuqangit divisions, as well as the Communications and Human Resources functions, are all managed from the Iqaluit headquarters office.

### Objectives

- Lead in coordinating Inuit Qaujimajatuqangit approaches in day-to-day operations.
- Develop relevant policies and legislation.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Deputy Minister's Office</b>		510	<b>613</b>	697	697

The Deputy Minister's office is responsible for the Corporate Services and Policy and Planning divisions, as well as ensuring the effective implementation of Taiguusiliuqtiit. In addition, the Deputy Minister is responsible for monitoring of departmental wide goals, objectives, policies and budgets and ensuring that priorities and objectives are met.

<b>Assistant Deputy Minister's Office</b>	246	<b>270</b>	280	280
The Assistant Deputy Minister's office is responsible for overseeing the Official Languages, Inuit Qaujimajatuqangit, Piqqusilirivvik, Elders and Youth, Culture, Heritage and Sport and Recreation operations and services. As well as assisting the Deputy Minister in departmental management.				
<b>Policy and Planning</b>	839	<b>894</b>	916	916
Policy and Planning coordinates strategic planning, develops departmental policy and legislation, and oversees records management and communications for the department.				
<b>Corporate Services</b>	1,035	<b>1,128</b>	1,165	1,165
Corporate Services coordinates budget development and control, processes invoices, administers grants and contributions, and provides administrative support services such as human resources, purchasing and information technology for the department.				
<b>Inuit Qaujimajatuqangit</b>	779	<b>790</b>	865	865
The Inuit Qaujimajatuqangit Division takes the lead on coordinating Inuit Qaujimajatuqangit and Inuit Societal Value approaches across the government. This division also provides administrative support to the Inuit Qaujimajatuqangit Katimajit and chairs the interdepartmental Tuttarviit committee.				
<b>Piqqusilirivvik</b>	400	<b>541</b>	1,580	4,100
Piqqusilirivvik (Inuit Cultural School) allows for the transfer of traditional Inuit culture, heritage, lifestyle and values to individuals based on Inuit Qaujimajatuqangit guiding principles. The program and staff resources are phased-in as the Department approaches the official opening in 2011.				
<b>Grants and Contributions</b>	300	<b>450</b>	600	600
Under the Directorate Branch the Department provides grants and contributions that support Inuit Societal Values and Piqqusilirivvik pilot projects.				
<b>Total, Directorate</b>	<b>4,109</b>	<b>4,686</b>	<b>6,103</b>	<b>8,623</b>

#### **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.

**Status:** *Draft IQ Policy and Inuit Ways in the Workplace Guidelines documents have been drafted and vetted through other departments.*

### **Priorities (2009-10)**

- Strengthen the presence of Inuit Societal Values within government programs and services through the establishment of the Ilagiittiarnilirijiit Interdepartmental Working Group.
- Ensure CLEY policies are current and reflect not only CLEY's mandate but the needs of Nunavummiut.
- Submit the Policy Framework for the IQ division and Inuit Ways in the Workplace Guidelines document.
- Incorporate new government mandate into IQ Policy and begin the approval process.
- Hire a Senior Administrator to lead the implementation activities associated with the 2011 opening of Piqqusilirivvik.

### **Official Languages**

Official Languages is responsible for coordinating and supporting Government of Nunavut departments in delivering services to the public in all official languages. There is a long term goal to advance efforts to ensure that the Inuit Language becomes a working language of the government. Through the Translation Bureau based in Kugluktuk, the Official Languages Branch provides translation services to Government of Nunavut departments and agencies. In addition, the Branch is leading efforts to implement the *Inuit Language Protection Act* and support the development of Taiguusiliuqtiit. Official Languages also supports a number of initiatives that encourage the development, preservation, use and promotion of the Inuit Language through grants and contributions for community-based language projects.

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

Through the *Canada-Nunavut Co-operation Agreement for French and Inuit Languages*, the branch administers \$2,750,000 of Vote 4/5 funding provided by the federal Department of Canadian Heritage. The Inuit Language component of this funding is designated 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**

- Oversee government programs and services for the use, revitalization and promotion of the Inuit Language.
- Provide a framework for the delivery of official language services to the public.

- Coordinate and support the Inuit Language as the working language of government, as a language of education, and as a language used in daily life through the development of regulations & implementation of the *Inuit Language Protection Act & Official Language Act*.
- Monitor and evaluate departments and public agencies' compliance with their language obligations.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Language Bureau</b>		1,413	<b>1,594</b>	1,661	1,661
The Language Bureau provides translation services in the Inuit, French, and English languages for the Government of Nunavut and approved Agencies.					
<b>Language Research and Development</b>		664	<b>653</b>	653	653
This program supports the use, development, revitalization and linguistic vitality of the Inuit Language. This includes increased production, distribution and public access to linguistic and cultural expressions using all kind media, tools and resources in the Inuit Language; greater public awareness and appreciation of the history, use, status, importance and diversity of the Inuit Language in Nunavut; advocate for the national, international and private sector recognition of and support for the Inuit Language; and undertake dialogue and co-operation with organizations in Nunavut and abroad to strengthen the use of the Inuit Language.					
<b>Language Acts Implementation</b>		0	<b>965</b>	880	770
This program supports the development of a comprehensive plan to implement the <i>Inuit Language Protection Act</i> , and improve compliance with the <i>Official Languages Act</i> currently in force in Nunavut. This includes ongoing consultations with territorial institutions, municipalities, Inuit, French and English language communities, and other stakeholders likely to be impacted by the legislation, during the setting of priorities, development, maintenance and evaluation of the plan. It will also support the development of regulations and policies and the monitoring, evaluation and reporting on departmental and public agencies performance in implementing the legislation.					
<b>Grants and Contributions</b>		300	<b>300</b>	300	300
Official Languages provides grants and contributions that support a number of community-based initiatives that encourage the development, preservation, use and promotion of the Inuit Language.					
<b>Total, Official Languages</b>		<b>2,377</b>	<b>3,512</b>	<b>3,494</b>	<b>3,384</b>

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

- Complete a comprehensive implementation plan for the *Inuit Language Protection Act* and the *Official Languages Act*, and all associated regulations.  
**Status:** *Work is ongoing – comprehensive implementation plan is to be completed March 2010.*

- Finalize work on establishing the Inuit Uqausinginnik Taiguusiliuqtiit (Inuit Language Authority).

**Status:** *The Inuit Uqausinginnik Taiguusiliuqtiit is now a branch within the department (see below).*

### Priorities (2009-10)

- Focus increased efforts to revitalize Inuinnaqtun.
- Finalize the comprehensive implementation plan for the *Inuit Language Protection Act* and the *Official Languages Act*, and all associated regulations.
- Establish the Inuit Uqausinginnik Taiguusiliuqtiit branch within the department (see below).

### Taiguusiliuqtiit

The *Inuit Language Protection Act* creates an Inuit Language authority, known as the Inuit Uqausinginnik Taiguusiliuqtiit. This expert body is being established as a separate branch under the Department of Culture, Language, Elders and Youth, and will become a public agency, at arm's length from the Government of Nunavut, by September 18, 2011. The Taiguusiliuqtiit will expand knowledge and expertise with respect to the Inuit Language and make decisions about its use, development and standardization. Its board will also issue recommendations to the public and organizations, as well as directives with which the Government of Nunavut must comply.

### Objectives

- Expand knowledge and expertise with respect to the Inuit Language and make decisions about its use, development and standardization
- Issue recommendations to the public and organizations, as well as directives with which the Government of Nunavut must comply.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Taiguusiliuqtiit</b>		0	930	2,040	2,040
The Inuit Uqausinginnik Taiguusiliuqtiit will expand knowledge and expertise with respect to the Inuit Language and make decisions about its use, development and standardization. This program is being phased in with partial resources in the 2009-10 fiscal year.					
<b>Total, Taiguusiliuqtiit</b>		<b>0</b>	<b>930</b>	<b>2,040</b>	<b>2,040</b>

### Priorities (2009-10)

- Establish office space and hire staff.
- Complete nomination process and appoint Board members.



## 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, archives and library programs and services. Culture and Heritage administers public library services for Nunavummiut, and provides grants and contributions to assist with the development of community-based heritage initiatives.

### Objectives

- 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 Inuit Language use and retention.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
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### Culture and Heritage

#### Administration

	551	<b>724</b>	740	740
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Culture and Heritage administration provides overall direction and planning for the management and delivery of culture and 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.

#### Grants and Contributions

	2,575	<b>2,008</b>	2,008	2,008
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Culture and Heritage provides grant and contribution funding that supports the arts, heritage, community radio stations, heritage facilities, toponymy, community libraries, cultural communications, archaeology and palaeontology Research support and heritage centre core funding.

#### Archaeology Program

	247	<b>268</b>	275	275
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The 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.

#### Archives Program

	218	<b>194</b>	201	201
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The department maintains the formal record of the territory as mandated in the Archives Act. It stores and maintains the records of the territory's history for posterity and allows residents to access these records. The objective and operational goal of the Archives Program is to obtain, preserve, and make accessible the historic documentation of the

Government of Nunavut, Legislature, contributions of significant individuals, and Inuit organizations.

**Toponymy Program** 124 **124** 131 131

The Toponymy program works closely with communities to identify, document and give official status to geographic names. This involves conducting research on traditional place names, consulting with elders, and assisting communities on place name issues. 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.

**NPLS Administration** 906 **1,023** 1,054 1,054

Nunavut Public Library Services administration provides resource materials, technical support and program information to 11 community libraries. On-line, as well as conventional support is an ongoing feature of these services. Library Services also works with the Department of Education and community organizations across the territory to provide additional resources to community libraries such as computers, software and related equipment.

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**Total, Culture and Heritage** **4,621** **4,341** **4,409** **4,409**

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**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 developed to engage elders and youth in the documentation of community historic places.  
**Status:** *No significant progress made on HPI initiatives due to a protracted staff vacancy.*
- Enhance archaeology programs and services through implementation of the student program, continuation of the archaeology field school in Hall Beach, update of the permit administrative procedures, and promotion of Nunavut’s archaeological heritage.  
**Status:** *Grant program and field school initiatives successfully delivered and well-received.*
- Complete negotiations with agencies for transfer of human remains to Nunavut.  
**Status:** *Formal repatriation request submitted. Negotiations are in progress.*
- Implement capital fundraising campaign for the Nunavut Heritage Centre.  
**Status:** *Consultant’s report and recommendations completed.*
- Strengthen operations of Nunavut Public Library Services.  
**Status:** *All key vacancies have been staffed. NPLS increased funding by 40% for the operations of 10 community libraries.*

### Priorities (2009-10)

- Host the 2009 Annual Meeting of the Geographical Names Board of Canada
- Plan for the construction of the Nunavut Heritage Centre.
- Engage communities in historic place preservation by completing revisions to the *Historical Resources Act*.
- Develop a procedures manual on the designation of historic places, and complete pilot projects to engage elders and youth in the documentation of community historic places.

### Elders and Youth

Elders and Youth branch is responsible for programs that support elders and youth throughout Nunavut. Some of the initiatives that support that goal include the delivery of training workshops and the provision of grants and contributions that support community-based elder and youth programs and elder and youth committees. In addition, the Branch provides direct support for the recording of Inuit oral history and traditional songs.

### Objectives

- Provide non-profit community based organizations and individuals with assistance in program design and implementation.
- Provide elders and youth opportunities to contribute to cultural and language initiatives in Nunavut.
- Address the needs and concerns of elders and youth throughout the territory through the implementation of the Strategic Action Plan for Youth and the development of a Strategic Action Plan for elders.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Elders and Youth Administration</b>		355	<b>420</b>	442	442
Elders and Youth Administration provides overall direction and planning for the various elders and youth programs and services that are delivered by the Department.					
<b>Elders Program</b>		367	<b>416</b>	428	428
The Elders Program supports community-based elder initiatives throughout Nunavut. These initiatives include support for the recording of Inuit oral history and traditional songs.					
<b>Youth Program</b>		452	<b>357</b>	369	369
The Youth Program supports community-based youth initiatives throughout Nunavut.					

<b>Grants and Contributions</b>	500	<b>1,050</b>	1,050	1,050
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The grants and contributions program supports a variety of community-based initiatives that support elders and youth across the territory, elders and youth committees and renovations to elders and youth facilities.

<b>Total, Elders and Youth</b>	<b>1,674</b>	<b>2,243</b>	<b>2,289</b>	<b>2,289</b>
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### **Priorities (2008-09)**

- Further develop and pursue specific initiatives related to recommendations from the Promoting Elders Needs Strategy.  
**Status:** *Work has begun on the development of a new Elders strategy – to be finalized during the spring of 2009.*
- Collect oral history from Kitikmeot communities.  
**Status:** *The process of selecting interviewers is now underway for oral history collection in Gjoa Haven, Kuugarjuk and Taloyoak.*

### **Priorities (2009-10)**

- Improve outreach services to elders, youth and non-profit, community based organizations with information on available grants and contributions by holding workshops and distributing information to communities.
- Implement initiatives from the new Elders Strategy.
- Implement initiatives from the Strategic Action Plan for Youth.

## **Sport and Recreation**

Sport and Recreation is responsible for the promotion, development and delivery of amateur sport, recreation and physical activity opportunities for all Nunavummiut. The head office is located in Baker Lake, with additional staff located in Kugluktuk, Iqaluit and Igloolik. Sport and Recreation's clients include registered territorial sport organizations, sport clubs, volunteer organizations and municipal corporations. This branch also coordinates and provides funding for Nunavut's participation in multi-sport games such as the Arctic Winter Games, Canada Winter and Summer Games, Western Canada Summer Games and the North American Indigenous Games.

### **Objectives**

- Provide Nunavummiut with access to sport, recreation and physical activity programs and services at the community and territorial levels.
- Identify and prepare athletes, coaches and officials for participation 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Sport and Recreation</b>					
<b>Administration</b>		1,858	<b>1,765</b>	1,813	1,813
Sport and Recreation Administration provides administrative support for sport, recreation and physical activity programs throughout Nunavut.					
<b>Grants and Contributions</b>		3,468	<b>3,684</b>	3,684	4,484
The grant and contribution program is designed to assist Sport and Recreation fund the delivery of programs that support sport related training and development. They also support programs such as: technical development, sport development, sport events, games funding, on-going community-based physical activity initiatives, and sport and recreational activities and programs.					
<b>Total, Sport and Recreation</b>		<b>5,326</b>	<b>5,449</b>	<b>5,497</b>	<b>6,297</b>

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

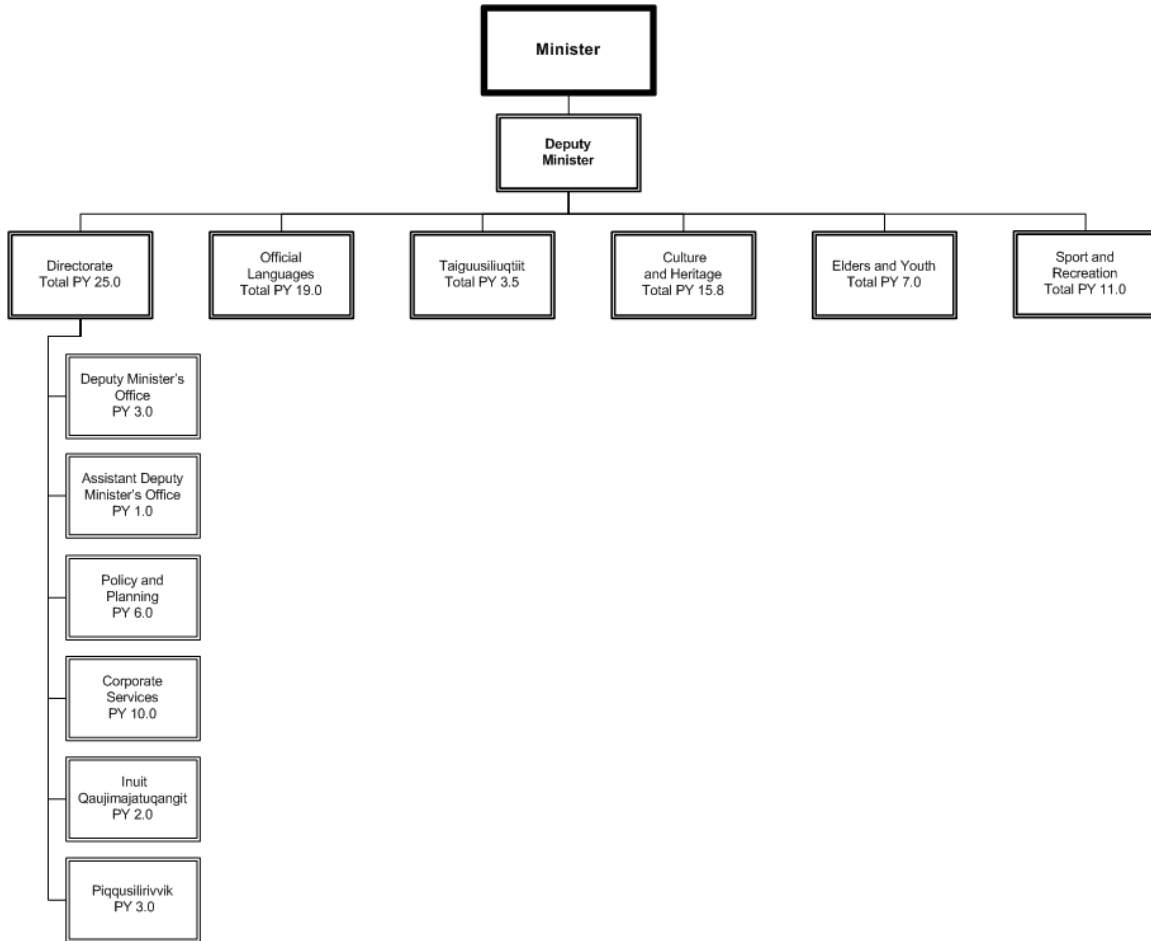
- Provide funding and logistical support to territorial sport organizations and Nunavut sport clubs in the identification, preparation and presentation of Team Nunavut representatives for multi-sport games such as the 2008 North American Indigenous Games in Cowichan Valley, B.C.  
**Status:** *Completed*
- Participation in Vancouver Organizing Committee Interdepartmental Working Group to ensure Nunavut's involvement in the 2010 Winter Olympic and Paralympics Games.  
**Status:** *CLEY is working in collaboration with EDT and EIA. Ongoing.*
- Build capacity in the Nunavut Volunteer and Recreation Leadership sector through workshops in various communities.  
**Status:** *Due to departmental organizational changes within the past year, this initiative now belongs under Sport Nunavut. Workshops were completed.*

#### **Priorities (2009-10)**

- Engage communities to work towards building a sustainable community-based sport and recreation plan.
- Develop a physical activity program and delivery plan, and engage stakeholders regarding its implementation.

- Establish an annual event cycle for Nunavut Territorial Assistance Programs/Intercommunity Sport Events.
- Prepare Team Nunavut for participation in the 2009 Canada Summer Games, and the 2010 Arctic Winter Games.

## Appendix I: Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	74.3
Vote 4/5 PYs	7.0
Revolving Fund PYs	-
<b>Total PYs</b>	<b>81.3</b>

## Appendix II: Financial Summary

Branch	2008 – 2009		2009 – 2010		2010 – 2011		2011 – 2012	
	Main Estimates		Main Estimates		Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>								
Salary	2,773	23.0	3,178	25.0	3,661	28.0	4,212	36.0
Grants & Contributions	300		450		600		600	
Other O&M	1,036		1,058		1,842		3,811	
<b>Subtotal</b>	<b>4,109</b>		<b>4,686</b>		<b>6,103</b>		<b>8,623</b>	
<b>OFFICIAL LANGUAGES</b>								
Salary	1,311	19.0	1,624	19.0	1,691	19.0	1,691	19.0
Grants & Contributions	300		300		300		300	
Other O&M	766		1,588		1,503		1,393	
<b>Subtotal</b>	<b>2,377</b>		<b>3,512</b>		<b>3,494</b>		<b>3,384</b>	
<b>TAIGUUSILUQTIT</b>								
Salary	0	0.0	550	3.5	1,100	7.0	1,100	7.0
Grants & Contributions	0		0		0		0	
Other O&M	0		380		940		940	
<b>Subtotal</b>	<b>0</b>		<b>930</b>		<b>2,040</b>		<b>2,040</b>	
<b>CULTURE AND HERITAGE</b>								
Salary	1,331	14.7	1,655	15.8	1,723	15.8	1,723	15.8
Grants & Contributions	2,575		2,008		2,008		2,008	
Other O&M	715		678		678		678	
<b>Subtotal</b>	<b>4,621</b>		<b>4,341</b>		<b>4,409</b>		<b>4,409</b>	
<b>ELDERS AND YOUTH</b>								
Salary	777	7.0	854	7.0	900	7.0	900	7.0
Grants & Contributions	500		1,050		1,050		1,050	
Other O&M	397		339		339		339	
<b>Subtotal</b>	<b>1,674</b>		<b>2,243</b>		<b>2,289</b>		<b>2,289</b>	
<b>SPORT AND RECREATION</b>								
Salary	1,158	11.0	1,335	11.0	1,383	11.0	1,383	11.0
Grants & Contributions	3,468		3,684		3,684		3,684	
Other O&M	700		430		430		430	
<b>Subtotal</b>	<b>5,326</b>		<b>5,449</b>		<b>5,497</b>		<b>6,297</b>	
<b>TOTAL</b>	<b>18,107</b>	<b>74.7</b>	<b>21,161</b>	<b>81.3</b>	<b>23,832</b>	<b>87.8</b>	<b>27,042</b>	<b>95.8</b>



## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As of December 31, 2008		Target for 2009-10	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>76.7</b>		<b>81.3</b>	
Total Filled Positions	61.7	80%	67.3	83%
Total Vacancies	15.0	20%	14.0	17%
Total Beneficiaries	43.0	70%	48.6	72%
<b>Total Executive Positions</b>	<b>2.0</b>		<b>2.0</b>	
Total Filled Executive Positions	2.0	100%	2.0	100%
Total Vacant Executive Positions	0.0	0%	0.0	0%
Total Beneficiaries in Executive Positions	2.0	100%	2.0	100%
<b>Total Senior Management Positions</b>	<b>8.0</b>		<b>9.5</b>	
Total Filled Senior Management Positions	7.0	88%	8.5	89%
Total Vacant Senior Management Positions	1.0	12%	1.0	11%
Total Beneficiaries in Sr. Management Positions	4.0	57%	5.5	65%
<b>Total Middle Management Positions</b>	<b>9.0</b>		<b>10.0</b>	
Total Filled Middle Management Positions	7.0	78%	8.0	80%
Total Vacant Middle Management Positions	2.0	22%	2.0	20%
Total Beneficiaries in Middle Management Positions	5.0	71%	6.0	75%
<b>Total Professional Positions</b>	<b>34.0</b>		<b>36.0</b>	
Total Filled Professional Positions	28.0	82%	31.0	86%
Total Vacant Professional Positions	6.0	18%	5.0	14%
Total Beneficiaries in Professional Positions	17.0	61%	20.0	65%
<b>Total Paraprofessional Positions</b>	<b>15.7</b>		<b>15.8</b>	
Total Filled Paraprofessional Positions	10.7	68%	10.8	68%
Total Vacant Paraprofessional Positions	5.0	32%	5.0	32%
Total Beneficiaries in Paraprofessional Positions	8.0	75%	8.1	75%
<b>Total Administrative Support Positions</b>	<b>8.0</b>		<b>8.0</b>	
Total Filled Administrative Support Positions	7.0	88%	7.0	88%
Total Vacant Administrative Support Positions	1.0	12%	1.0	12%
Total Beneficiaries in Administrative Support Positions	7.0	100%	7.0	100%

## Appendix IV: Language Services

The Department of Culture, Language, Elders and Youth's language bureau provides quality translation services to departments and public agencies in all of Nunavut's official languages. Points outlined below summarize the Departments' progress made to date and continued efforts to improve the quality of services provided for other departments and agencies.

- In 2008-2009, the Department has streamlined its operations by having all its Inuktitut translators located at its regional office in Igloolik, and all Inuinnaqtun translators and two French Language Translators located at the Kugluktuk office.
- The Department chairs an interdepartmental French services coordinator committee to support departments and public agencies to improve and effectively comply with the *Official Languages Act*.
- A central French language information telephone line has been set up to increase access in Iqaluit to information about available government programs and services in French.
- A toll free number is also available to all Nunavummiut for services and information in Inuktitut or English.
- The Department will continue to support other departments and public agencies in their effort to improve language services to members of the public, in accordance with the *Official Languages Act*, and the *Inuit Language Protection Act*.
- The department also supports the vitality of the Inuit Language and French language communities by funding community-based, language related projects through its grants and contribution program.

The Department currently provides language services in Inuktitut, Inuinnaqtun, English and French, including:

- Providing in-person and telephone services to the public;
- Using ICI Standardized Orthography in written communications;
- Using standard unicode fonts (e.g., Pigiarniq);
- Producing correspondence in Nunavut's languages;
- Using letterhead and envelopes with the department's official names as approved by Cabinet;
- Producing requests for proposals and advertising in Nunavut's languages;
- Translation of public documents into Nunavut's languages;
- Making all forms available in Nunavut's languages;
- The posting of all interior and exterior signs/public information in Nunavut's languages.

## 2009-10 Language Requirements

The Minister of Languages is now preparing a comprehensive implementation plan to address and coordinate all the activities and government resources needed to implement and administer both the *Inuit Language Protection Act* and the *Official Languages Act*.

Departments and public agencies will eventually be required to provide individual plans to implement their obligations under the *Official Languages Act* and the *Inuit Language Protection Act*, including information, as requested from time to time by the Minister of Languages and/or Cabinet, for monitoring, evaluation or auditing purposes.

Along with the Minister's first annual report, there is a statutory requirement to complete the comprehensive implementation plan, have it approved by Cabinet, and tabled before the Legislative Assembly of Nunavut by March 31, 2010.

Under the *Official Languages Act*, administrative heads of every Government of Nunavut department, and of most public agencies, must take appropriate measures to ensure that the offices they manage:

- provide an active offer at every office where the legislation applies;
- ensure that members of the public can be served in the Official Language of their choice, either in-person or over the telephone; and
- ensure that the services in question are culturally appropriate, effective, and of comparable quality.

The Act also requires all Government of Nunavut departments and most public agencies ensure equal prominence of official languages when

- displaying or issuing any public sign (exterior and interior); and
- publishing any written communication directed to the public, including but not limited to employment offers, calls for proposals or tenders, advertising, posters, forms, letterheads, email bloc signatures, and websites.

All Government of Nunavut departments and public agencies are also required to comply with the *Inuit Language Protection Act*, and emphasize that along with any other language used, they must:

- display or issue all public, emergency and exit signs in the Inuit Language;
- display or issue all advertising and posters in the Inuit Language; and
- provide reception, customer or client services in the Inuit Language.

Departments or public agencies providing essential (emergency, health, medical and pharmacy), household, residential and hospitality services must also include the Inuit Language on their monthly bills, invoices, warnings or instructions directed to users of the services.

# **Department of Education**

# **Business Plan**

*2009-2010*

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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; 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 societal values*, 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 shape the decisions of the organization:

- A multilingual environment enriches the community experience.
- Nunavummiut learn from *Inuit* societal values 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 where they come from.
- Nunavummiut recognize the importance of different kinds and sources of learning, including learning in the classroom, on the land, in the community, in the workplace, and from family members and elders.
- Nunavummiut have opportunities at all stages of their lives to learn what they need to know to survive, mature, and contribute to their community and family.
- Recognizing that parents have the right and responsibility to nurture, support and have a say in their own and their children's education, Nunavummiut take personal responsibility for their own learning and their children's learning.
- All students have a right and responsibility to participate fully in learning opportunities, and to contribute to an orderly and safe learning environment. In appropriate circumstances, they also have a right to participate in decisions that affect their schools.
- Partnerships are encouraged to continually improve the education system.
- Nunavummiut understand and believe that Nunavut is part of a larger world community, and they welcome opportunities to live and participate in the changing global environment.

## **STRATEGIC LINK TO *TAMAPTA***

The Department of Education will provide major long-term contributions to the vision and basic needs in *Tamapta*.

Education is the main tool to reach *Tamapta*'s goal of self-reliant communities based on Inuit Societal Values. Education programs provide opportunities to improve the quality of life and the standard of living for all Nunavummiut, particularly those in need. Income support programs assist individuals and families to meet their financial needs. Adult training programs, apprenticeship trade training, and post-secondary programs creates opportunities for individuals to enhance their quality of life significantly through personal development and by providing greater access to employment. Culturally appropriate, meaningful and challenging early childhood programming and elementary-secondary schooling will provide our children and youth with 'life skills', life-long literacy and academic skills, as well as an understanding of what it means to be Inuit in the 21<sup>st</sup> century. Through personal development, they will then be equipped with the skills and capacity to enable them to achieve their dreams and to be leaders of the next generation.

*Tamapta* envisions active, healthy and happy individuals pursuing their dreams. The Department of Education works to create an empowered, educated public engaged in their own well-being and the well-being of their communities. The continuous introduction of new Nunavut-appropriate curriculum and reaching children at an early age through early childhood programs support the development of engaged, healthy adults who can make useful contributions in the future.

Nunavut culture continues to be an important part of building the future envisioned in *Tamapta*. Changes to the K-12 education system, with the introduction of the new Education Act and new curriculum foundation documents, are part of building cultural strength and identity in Nunavummiut. Changes to schooling as part of the new Inuit Language Protection Act will also build the language and cultural skills of students.

Education is a fundamental pillar in supporting *Tamapta* principles, engaged through cultural strengths, language choice, and of course, opportunities to learn throughout life. Education helps develop personal responsibility and a connection to the larger community, enhancing the relationship between schools, parents and community.

Education's major contributions to the vision and needs of Nunavut can be seen most directly in the following four *Tamapta* priorities:

### **Improve education and training outcomes**

The Department of Education has a major role in improving education and training outcomes in Nunavut, in partnership with other Departments, District Education Authorities, students, parents and communities.

There are a variety of training initiatives underway for Nunavummiut. The Heavy Equipment Operator Training initiative has been very successful in recent years and will continue, along with other similar training programs. Training partnerships have been implemented with the Kitikmeot Inuit Association, the Kitikmeot Economic Development Corporation, and Newmont and Baffinland mining companies to develop mine training initiatives. Negotiations with the federal government in 2009-10 to attain additional funding (through a Labour Market Agreement) will include the Strategic Training and Transition Fund and Targeted Initiatives for Older Workers are expected to support additional skills training. Along with a new literacy framework, this training will include Literacy in the Workplace to support positive life and work outcomes for Nunavummiut.

For the elementary-secondary school system, the Department has numerous priorities. The Department continues to develop new curriculum and resources for elementary and secondary schooling in Nunavut to increase the ability of student engagement in their learning. In 2009-10 communities will have selected their language model and will initiate long-term implementation. To support this, the Qalattuq Educator Training

Strategy implementation will continue with the newly expanded community teacher education program and the graduation of the Master in Education program. This will generate additional teachers and leaders in our school system.

Planning for School Community Counsellor training in 2009-2010 will lead to placing counsellors in every school by 2010-11 as called for in the new *Education Act*. The *Education Act* comes into force in the 2009-10 school year, bringing new ideas, new funding, and greater local control to the school system. The school system will continue to work to engage students and promote their success in 2009-10.

Literacy is important at all levels, but early literacy is particularly important and will be supported with the planned development of grades one to three literacy instruction models, theme units, and teacher planning resources. Additional high school program options, such as trades and entrepreneurship, are being implemented in some communities. Graduation requirements will be updated to reflect new bilingual language requirements and other changes to match the evolution of the school system to one designed for Nunavut. New Nunavut-based assessment work is being implemented including school program and staff evaluation. Student success, parent, and community engagement are a priority with projects including How to Engage Young Men in Education.

Education is a life-long endeavor and Early Childhood programs continue to be supported. Strategies such as the Young Parents Stay Learning Program, a stay-in-school initiative, allow for greater educational opportunities for young parents. Assistance to help reopen daycares that have had difficulties, and expanded support for such facilities is important. There has been a marked increase in active apprentices in recent years and work continues to translate into an increase in certified trades people throughout Nunavut. Preliminary work is being done to introduce a Mature High School Graduation Diploma as part of the Nunavut Adult Learning Strategy as a means to support adult learners to complete high school and be equipped to succeed in further education or the labour market.

## **Reduce poverty**

There are many ways the Department of Education works to reduce poverty. Education and training provide skills and knowledge that can improve labour market success. Training opportunities are provided for individuals on Employment Insurance through Labour Market Development Agreement programs and for individuals on income support through the Sivuniksaliarniq program. The various programs established under Income Support are in place to assist individuals and families meet their financial needs. These programs include Social Assistance, the Daycare Subsidy, the Senior Fuel Subsidy, the Senior Citizen Supplementary Benefit, and the previously mentioned Sivuniksaliarniq program. These programs are meant to be temporary in nature and address issues such as the high cost of living, compensate for low income, and help maintain family income in situations where an income earner either returns to school or becomes unemployed. These programs also provide support to those who, because of a

disability or illness, are unable to earn an income. A new income support case management system is under development to improve access and fairness of the Social Assistance Program.

### **Address social concerns at their roots**

Strong cultural foundations are fundamental to programs that effectively reach beyond the output of education and training programs and contribute to social change and personal meaning. The development of foundation documents, including the IQ framework document, is an important step toward building a school system founded on Inuit societal values. These foundation documents, along with new curriculum, the new *Education Act*, and bilingual education, support culturally appropriate practices in schools. An Inuit language cultural certificate program is also being implemented to support cultural teaching in schools.

A community-based holistic approach to education is provided through the Adult Learning Strategy which includes the Nunavut Community Skills Inventory System and a mature graduation diploma to build community capacity. The new *Education Act* implementation begins in 2009-10, which will result in increased empowerment for community District Education Authorities, increased elder involvement and cultural programming, and putting School Community Counsellors into every school by 2010-2011.

### **Improve health through prevention**

The department is supporting healthy communities through the Suicide Prevention Strategy and the Positive School Environment initiative. The new *Aulajaaqtut* curriculum contributes to healthy students and development of their role in creating healthy communities. By providing support for Nunavummiut who have just lost their jobs, and for those who are willing to work but need to develop skills to engage in the labour market, the Department of Education is promoting and supporting self-reliance to achieve a better standard of living for our clients.

## **INUIT EMPLOYMENT PLAN**

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 towards achieving the Government of Nunavut Inuit employment goal of increasing Inuit employment across all occupational categories by 2009-10. As of December 31, 2008, 53% of the department's current employees are beneficiaries.

## **Departmental Inuit Employment Goal**

In order to achieve a target of 54% by 2010 Education requires an additional 20 Inuit staff. An increase in the number of trained Inuit Educators will assist in meeting this target. The department will continue with the teacher education strategy in conjunction with Nunavut Arctic College. Other positions are being addressed through mentoring, internship and training positions.

## **Departmental Inuit Employment Targets**

The department is especially concerned with the expectation that a high number of Inuit educators will be retiring or leaving the teaching profession in the next few years. This along with the need to increase the level of Inuit representation will be a challenge for the department. To address this critical issue the department through its Teacher Education Strategy will examine the community based teacher training model. In addition the department will work closely with Nunavut Arctic College to review the campus based teacher training model and work to attract graduating students to consider a career in teaching.

## **Departmental Inuit Employment Initiatives**

The Department of Education has been very successful meeting its Inuit employment targets in the paraprofessional (90% beneficiaries) and administrative support (95% beneficiaries) categories. Overall Inuit employment has steadily progressed from 49-53% since 2001.

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 educators. With many Inuit teachers expected to retire over 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 new *Education Act* and ensure the success of Bilingual Education, 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 increasing high school program options are providing young adults with more career opportunities. Other initiatives include the Educational Leadership program for teachers and principals 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 Master in Education program, in partnership with the University of Prince Edward Island, St. Francis Xavier University and Nunavut Arctic College is in the final year of a three year program. There are 21 Inuit participants in the program. The program focuses on developing educational leadership.

Other initiatives are underway in the department. A multi-year training strategy for Career Development Officers (CDOs) leading towards a Nunavut and possibly international certification is currently being developed by the Department and the Canadian Career Development Foundation. This strategy is aimed towards providing CDOs with recognized professional development and will enhance program service delivery to clients. Other initiatives include: hiring interns from the Sivuliqtiksats 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 to meet the current and projected 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.

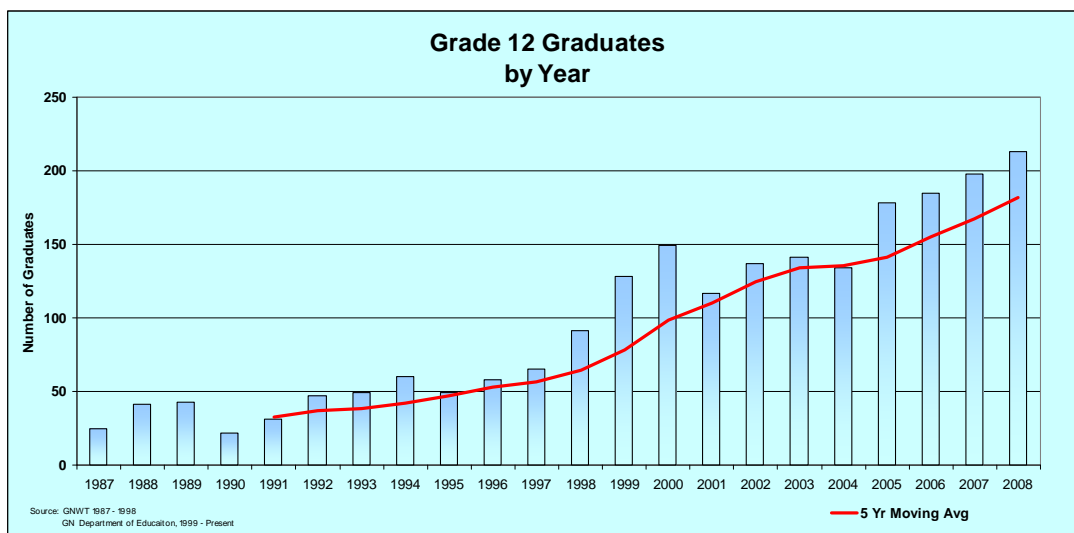
Population growth is a fundamental driving force for change; it automatically increases the demand for resources and services. While the number of individuals born each year in Nunavut has been relatively consistent over the last five years, which is expected to have a positive or stabilizing impact 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.

Geography plays an important role in the design, delivery, and evaluation of educational programming in Nunavut. The cost of program delivery is much higher in Nunavut than in other jurisdictions. An effective Distance Education program may alleviate some of the costs of delivery. Improved information technology infrastructure is required to support distance learning.

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

Education attainment levels within Nunavut have shown significant improvement over the last twenty 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>1</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. The number of Nunavummiut graduating has been increasing steadily, with 211 students graduating in 2008, compared to 117 in 2001, and only 31 in 1991 (Department of Education data). This coincides with an improvement in the student-educator ratio over the last eight years.<sup>2</sup>



<sup>1</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>

<sup>2</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.

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 such as the need to improve student attendance, implementing bilingual education, and complying with new legislation such as the Education Act, Inuit Language Protection Act and Official Languages Act. The department will continue working with Nunavut Arctic College to increase the number of Inuit educators, and continue to implement the Nunavut School Improvement Planning Process and increase high school program options. Continued support for DEAs and the CSFN, the development of new curriculum, teaching and learning materials, and addressing impediments that affect the hiring of teachers, such as the availability and affordability of housing, are all important in strengthening K-12 education in Nunavut.

Suicide prevention is another important issue for Nunavut's schools and communities. The Department of Education's draft suicide prevention protocol is to be finalized and implemented in 2009 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 2010.

## **Early Childhood Education**

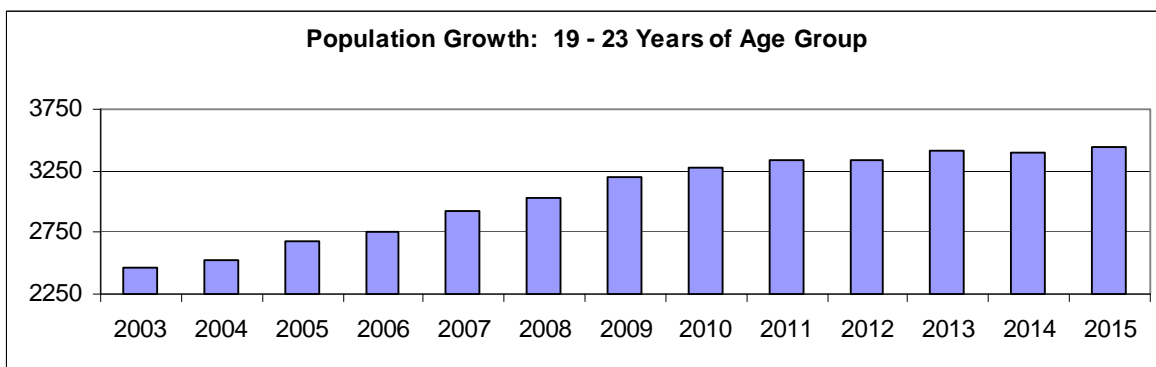
Licensed childcare facilities and early childhood programs are operated by non-governmental societies or groups. The Department of Education supports these organizations through funding and support to help them to provide these services. Due to the rising cost of services, licensed early childhood facilities have had to increase parental fees. This makes it difficult for some families to afford to have their children participate in licensed 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 is 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.



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, 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. Training and educational opportunities for unilingual Inuit adults over the age of 55 is also important. Without these efforts there will be very few candidates with the basic skills needed to participate in Nunavut's future economic opportunities.

## Income Support

Between 1999 and 2007/08 Income Support expenditures have increased from \$21 million to \$28.7 million, largely due to an increased caseload.

In 2007, approximately 6,327 different heads of household (14,820 recipients) continue to seek income support during the year. Applying the average income support caseload to the total number of households in Nunavut indicates that 48% of family units are reliant on income support (Department of Education data). The demographics of income support continue to show a significant trend towards more single person households relying on assistance, with a noticeable increase in 18 year old clients.

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. System development and user testing is continuing and a phased in deployment of the system is expected to begin in the fall of 2009.

## 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>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
Early Childhood Education	2,590	<b>2,628</b>	2,628	2,628
K-12 Schools	121,447	<b>135,201</b>	145,692	154,441
Post Secondary	6,733	<b>6,829</b>	6,876	6,876
Adult Programs	5,389	<b>5,684</b>	5,852	5,852
Income Support	37,103	<b>39,304</b>	39,193	38,662
Administrative Support Services	4,351	<b>4,955</b>	5,276	5,276
<b>TOTAL</b>	<b>177,613</b>	<b>194,601</b>	<b>205,517</b>	<b>213,735</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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Healthy Children Initiative</b>		885	<b>908</b>	908	908
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>		110	<b>125</b>	125	125
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>2,590</b>	<b>2,628</b>	<b>2,628</b>	<b>2,628</b>

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

- Research and identify options for stronger linkages between K-12 and Early Childhood;  
**Status:** *Attended a summit on Early Childhood Development and Schools in January 2009. Numerous programs from across Canada linking Early Childhood services and schools that provide a seamless transition between the two were presented and discussed.*
- Review alternative funding arrangements for licensed child care facilities.  
**Status:** *A review of funding arrangements in other jurisdictions has occurred. An alternative funding arrangement is being developed.*

### **Priorities (2009-10)**

- Improve the transition of individuals in the Young Parents Stay Learning Program to the Daycare User Subsidy.
- Development of Daycare learning resources.
- Identify options for stronger linkages between K-12 and Early Childhood.
- Develop 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, including 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 supervise and administer schools in Nunavut offering kindergarten through grade 12 programs. The Department works closely with the CSFN to administer French minority-language schooling in Nunavut. The offices located in Kugluktuk, Baker Lake, Pond Inlet, and Iqaluit 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 required 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, and to be successful in the world of work.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Kindergarten - Grade 12</b>					
<b>Instruction</b>		88,740	<b>94,049</b>	99,093	106,600
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</b>					
<b>Authorities</b>		9,879	<b>12,302</b>	12,457	12,457
Provides contribution funding to DEAs and the CSFN for the administration, resources and delivery of community-based educational programming in schools.					
<b>Inuit Educational Leadership</b>		595	<b>250</b>	256	256
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>Educator Training</b>		1,879	<b>3,804</b>	4,241	4,571
Provides funding to support the development and delivery of educator training programs that are linked with the Inuit Employment Plan, Article 23 of the Nunavut Land Claims Agreement and Bilingual Education.					
<b>Teacher Professional Development</b>		2,161	<b>2,196</b>	2,196	2,196
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>		6,567	<b>9,029</b>	11,897	12,809
Provides overall direction, coordination and administration for K-12 curriculum and program development. The Curriculum and School Services Division also initiates production and implementation of teaching and learning material development. This Division is also responsible for school services, which includes teacher certification, school improvement, DEA support, and coordination of educational leadership programs. Division priorities also include 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>	197	<b>362</b>	371	371
Provides overall direction and administration coordination for Curriculum and School Services offices across Nunavut.				
<b>School Operations – Regional</b>	11,012	<b>12,691</b>	14,550	14,550
Three Regional School Operations offices provide services and support to DEAs, school staff and administrators. These services and supports include administrative programs and pedagogical support. In-service/training and supervision to 42 schools (K-12) across Nunavut.				
<b>Commission scolaire francophone du Nunavut</b>	121	<b>163</b>	<b>163</b>	<b>163</b>
Provides funding for the delivery of educational programs in French to <i>École des Trois-Soleils</i> and the administration of minority language rights. (NOTE: this amount is for O&M only and does not include the new positions the CSFN has included in its business plan)				
<b>French Division</b>	296	<b>355</b>	468	468
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>121,447</b>	<b>135,201</b>	<b>145,692</b>	<b>154,441</b>

**Priorities (2008-09)**

- Implement a second community based teacher education program in the Kitikmeot Region, prioritizing Inuinnaqtun;  
**Status:** *The Department of Education and Nunavut Arctic College have opened Teacher Education Regional Campuses in both Rankin Inlet and Cambridge Bay.*
- Implement alternative models of language 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;  
**Status:** *The Department of Education and Nunavut Arctic College have completed one of three offerings of the Inuit Language and Culture Certificate; the first program was in Kugluktuk. A second program commenced in January 2009 in Iqaluit. Additional programs are being planned for the fall of 2009.*
- Implement the Master Apprentice language revitalization model in the Kitikmeot Region, at the grade nine levels;  
**Status:** *In-service on the Master Apprentice Program with community elders and students is planned for the spring of 2009 in Kugluktuk as a pilot project,*

*with implementation of the program in the 2009-10 school year. Elders and students will be involved in the process of planning, preparing and implementing the pilot.*

- 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, communicating, helping, and making choices, as well as exploring opportunities, and community values and strengths;

**Status:** *A directive has been sent authorizing Aulajaaqtut 10 and 12 to be compulsory graduation requirements. Aulajaaqtut 11 is a graduation requirement. All schools will be required to begin implementation of grade 10 in the fall of 2010. All students entering grade 10 in 2010 will be required to have successfully completed Aulajaaqtut 10-11-12 in order to graduate.*

- Defining of orientation and mentoring programs for school staff will be completed;

**Status:** *The Department of Education and the Nunavut Teacher's Association are working in partnership to plan orientation and mentoring programs for school staff. A Coordinator of Teacher Induction and Mentoring position should be in place by the fall of 2009. The Coordinator's position will also incorporate the best practices of other jurisdictions and current research to create a strong and vibrant Nunavut program. This is a joint project of the Nunavut Professional Improvement Fund.*

- Expansion and implementation of Multiple Options programs will continue in schools across Nunavut;

**Status:** *The Department is working with the Rankin Inlet District Education Authority and the Kivalliq Chamber of Commerce to offer an Entrepreneurship program at the high school. The grade 11 course has been successfully implemented in semester 2 of 2009 and curriculum is in development for a Grade 12 Entrepreneurship course in the 2009-10 school year.*

- 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;

**Status:** *The Department of Education currently has a Career and Program Plan system for students entering Grade 9. The program is being reviewed to determine its effectiveness and to see if enhancements are required including the introduction at earlier grades. Career planning is also part of the senior high school Aulajaaqtut program.*

- Implement the grade seven language assessment tool;

**Status:** *Work is proceeding on this project. Implementation had stalled previously due to staffing challenges. A new Student Assessment Coordinator was hired in February 2009.*

- Review the Curriculum and School Services division to consolidate development and publication functions for curriculum and resource materials;  
**Status:** *The reorganization plan is complete and is under review by the Department of Human Resources.*
- 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*;  
**Status:** *Language of Instruction workshops have been completed in all communities as a major step in implementing the Bilingual Education. District Education Authorities are establishing their Language Committees and working with them to identify the most appropriate Language Model for each community. The Department and regional staff are providing support to any community requesting assistance. The Inuit Qaujimaqatungit Foundation Documents in-service for school staff, District Education Authorities and community partners has begun, with the intent of completing it by the fall of 2009. Work is underway on a new set of Inuktitut Language Competencies.*
- Provide in-service opportunities on the new *Education Act* for school staff, DEAs and the CSFN;  
**Status:** *With the passing of Bill 21, Nunavut's Education Act the Department of Education will be providing in-service opportunities in the fall of 2009 to DEA's, School Staff and the CSFN. Brief overviews of the implications of Bill 21 have been provided to school administration, District Education Authorities and Regional Office Staff.*
- Provide assistance to the CSFN with language instruction and the implementation of senior high programs at Ecole des Trois-Soleils;  
**Status:** *The Department is working with the CSFN in the development of Senior High Programs, including revising the Aulajaaqtut program to include sections from a northern Francophone perspective. The Department also provided a senior high teaching position to Ecole des Trois-Soleils.*
- Develop a new protocol with Heritage Canada, through a consultative process involving our partners in the communities.  
**Status:** *The Northwest Territories is the lead in discussions for both Nunavut and Yukon. The Department is working with the Northwest Territories Department of Education, Culture and Employment to ensure our programs are being considered. The discussions are continuing now that the Federal Election is complete with the intent of a new protocol being signed by April of 2009.*



### **Priorities (2009-10)**

All Department of Education K-12 priorities are grounded in improving opportunities for student success.

#### **Bilingual Education**

- Enhance and expand community teacher education programs, language certificate programs, and develop new educator training programs.
- Meet new requirements in the *Inuit Language Protection Act* and the *Education Act* by continuing to develop made-in-Nunavut Early Childhood resources, K-12 curriculum and resources, and additional Inuktitut instructors.
- Continue the enhancement of Language Revitalization Programs in Kitikmeot Schools through additional Inuit Uqausiit instructors.
- Implement the Master Apprentice language revitalization model in the Kitikmeot Region, at the grade nine levels;
- Implement the grade seven language assessment tool;

#### **Communication & Accountability**

- Development of a new Student Records System for Nunavut Schools with full implementation of the new system in the 2011-12 school year.
- Establish funding, training, and support for the Coalition of Nunavut District Education Authorities, DEAs and CSFN based on the new *Education Act* to build capacity and ensure greater accountability.
- Refine and complete implementation of the Principal and Teacher Evaluation tools in all schools.
- Begin development of new Language Assessment tools and procedures for primary classrooms.

#### **Positive School Environments**

- Begin developing orientation and mentoring programs for school staff.
- Develop the Positive School Environment Support Manual for Nunavut schools.
- Begin developing the School Community Counsellor Training Program and continue the revision of the Student Support Assistant Certificate Program.
- Continue the expansion and implementation of new high school program options, including changes to graduation requirements.
- Develop and implement a Young Men's Engagement Project in partnership with the Pangnirtung District Education Authority.
- Develop and implement a Parent Engagement Project in the Kivalliq Region.

## Post Secondary Education

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. The Department also supports adult literacy, apprenticeship and career planning and participates at the territorial and national level in post secondary initiatives concerning capacity building, student support programs, quality assurance, credit transfer and other related issues.

The Department works with Nunavut Arctic College, Nunavut's public college, in addressing Nunavut's education and training needs. Those needs include adult basic education, literacy, apprenticeship, career training and professional diploma and degree programs.

### 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)	2008-09	2009-10	2010-11	2011-12
<b>Financial Assistance for Nunavut Students (FANS)</b>		6,375	<b>6,443</b>	6,477	6,477
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.					
<b>Special Professions Program Fund</b>		100	<b>100</b>	100	100
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.					
<b>Adult Learning</b>		258	<b>286</b>	299	299
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.					
<b>Total, Post Secondary Education</b>		<b>6,733</b>	<b>6,829</b>	<b>6,876</b>	<b>6,876</b>

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

- Provide curriculum and program development assistance to Nunavut Arctic College during the development and implementation of the Nunavut Trade School;  
**Status:** *Nunavut Arctic College and the department will be working together to ensure that all apprentices can stay in Nunavut for training. Since 2007, the number of registered apprentices has increased from approximately 110 to over 190.*
- Continue to implement the response to the Office of the Auditor General's report on the Student Financial Assistance program;  
**Status:** *The department is continuing to respond to the OAG recommendations. The department has reviewed its procedures and has undertaken a regulatory review. The department has revised its administrative functions to ensure student assessment and records are complete and accurate. Work is continuing on finding solutions for the loans management system.*
- Negotiate a Memorandum of Understanding with Kakivak Association regarding student financial assistance;  
**Status:** *The Department has drafted a letter of understanding and will be meeting with Kakivak to discuss implementation.*
- Study the feasibility of a pan-territorial university in partnership with Yukon and Northwest Territories.  
**Status:** *As part of the passage of the Education Act, Nunavut laid the groundwork for ongoing discussions with the inclusion of the Universities and Degree Granting Institutions Act that comes into force on July 1, 2009. This priority requires further collective action pan-territorially, including governments and institutions.*

### **Priorities (2009-10)**

- The Department will be continuing to work with Nunavut Arctic College in ensuring the Nunavut Trade School is ready and viable for its planned opening in 2010, including programming, facilities, and equipment appropriate for the training to be undertaken.
- The Department will continue to implement recommendations made by the Auditor General regarding the FANS program, including improved reporting processes, updated loans management system, and regulatory and procedural changes.

- The Department will be undertaking a review of its loan assistance and scholarship programs in order to address student cost increases and the ending of the Millennium Scholarships.

## 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)	2008-09	2009-10	2010-11	2011-12
<b>Career Development</b>		93	<b>100</b>	105	105
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>		1,063	<b>1,081</b>	1,092	1,092
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>		317	<b>332</b>	340	340
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>	450	<b>464</b>	471	471
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
This program provides subsidies to employers 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>	2,625	<b>2,858</b>	2,989	2,989
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>135</b>	141	141
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>5,389</b>	<b>5,684</b>	<b>5,852</b>	<b>5,852</b>

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

- Continue the work on the development of mature high school diploma;  
**Status:** *A working group was established with membership from NAC and Education. Investigations have commenced into establishing an Adult Learning Registry as part of the Student Records system. The GED will continue to be offered through NAC and Education until such time as a replacement program is found.*
- 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;  
**Status:** *Currently there are 51 apprentices involved in the Housing Trust working with Hamlets, Housing Associations and local contractors to construct housing units. Recruitment has been quite successful and we have exceeded our usual intake. This year Pre-Trades is being offered in 17 communities.*

- Ensure all Career Development Officers are trained on the Nunavut Community Skills Inventory System and that the system is implemented in as many communities as possible;  
**Status:** *NCSIS training completed in 20 communities. There is one mining company that utilizes NCSIS. Refresher training on NCSIS is also being considered.*
- 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.  
**Status:** *Approximately 200 Heavy Equipment Operator trainees have successfully graduating from the Operating Engineers Training Institute of Ontario. Along with numerous pre-trades courses Nunavut Arctic College is scheduled to deliver a six month Early Childhood Worker Certification course in Rankin Inlet. A Memorandum of Understanding (MOU) with Newmont (Miramar), the Kitikmeot Inuit Association (KIA), the Kitikmeot Economic Development Corporation (KEDC), and the Department of Education (EDU) was signed in 2008 on mine training, and an MOU with Baffinland Iron Mines Corporation and the Qikiqtani Inuit Association has recently been signed on mine training.  
In Conjunction with the MOU mentioned above, EDU, KEDC, and Newmont sponsored a Diamond Drill Training Program for seven trainees, at Corona College in Newfoundland. All passed the course and are on practicum to obtain certification.  
Six trainees under Training On the Job with Shear Minerals to become drillers' helpers. For the fourth year in a row Newmont/EDU/KIA provided a week long course at the Kimberlite Training School in Yellowknife, NT; 32 grade ten Kitikmeot students attended this. It was sponsored out of the Nunavut Early Apprenticeship Training Program.*

### **Priorities (2009-10)**

- Begin the design work on the Adult Learning Registry in conjunction with the Department's redesign of the Nunavut Student Records System
- Developing a multi-year training strategy for Career Development Officers in order to improve client service
- The Department working with its partners will develop a Nunavut Literacy Strategy that provides direction for the future work in literacy in Nunavut.
- The Department will continue to work with the Nunavut Housing Trust, the Mining Training Working Group, and other parties, to ensure that the increasing

demands for trades and trades-related training are met in the most effective manner possible. This will include a thorough review of administrative processes in Apprenticeship and in field offices to provide enhanced services to apprentices, employers, and the public.

- Continue the work on the development of mature high school diploma.

## 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.
- To ensure that income support programs are delivered in a manner consistent with *Tamapta*, 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)	2008-09	2009-10	2010-11	2011-12
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### Income Support

<b>(Social Assistance)</b>		30,041	<b>29,730</b>	29,730	29,730
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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>		635	<b>590</b>	590	590
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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 Services.

**Seniors Fuel Subsidy** 179 **488** 488 488

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 Services.

**Senior Citizens**

**Supplementary Benefit** 1,012 **1,392** 1,392 1,392

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 Security cheque.

**Building Careers – Training** 664 **677** 677 677

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.

**Community Income Support Delivery** 882 **542** 542 542

Contribution funding administered by the three regional offices of Career and Early Childhood Services 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 *Social Assistance Act* and Regulations, as well as policies and procedures established by the department.

**Social Assistance**

**Administration – Regional** 2,445 **3,367** 3,491 3,491

Three regional offices of Career and Early Childhood Services are responsible for staff engaged in the administration and delivery of Income Support programs.

**Income Support – Headquarters** 1,021 **2,303** 2,062 1,531

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 Services.



**Income Support**

**– Program Compliance** 224 **215** 221 221

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** 37,103 **39,304** 39,193 **38,662**

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**Priorities (2008-09)**

- Continue deployment of the Income Support Case Management System;  
**Status:** *The primary objective of this project is to deliver and support an automated system that will streamline the issuing of Income Support as well as provide a reliable method of tracking, auditing and reporting for the Income Support Division and the Government of Nunavut.*  
  
*System development and user testing will continue until the Department can ensure that an effective system of internal financial control is maintained in connection with the delivery of the program through the automated delivery system. Due to the complex nature of the income support program and the large dollar amounts involved, extensive testing of the accuracy of the data and financial reports is required. No additional resources have been allocated to this major project resulting in delays in the development and eventual deployment of the system.*
- Continue training staff involved in the use of the Income Support Case Management System as it is deployed into various communities;  
**Status:** *Training materials will continue to be developed over the next few months on the use of the system. Resources will have to be allocated for this purpose*
- Continue negotiations to secure Memorandums of Understanding with various federal government agencies for additional data feeds into the Income Support Case Management System.  
**Status:** *On-going and dependent on the success of getting the case management system into production. Federal agencies need to have assurances that the system will be stable.*

**Priorities (2009-10)**

- Streamline the process for data management procedures related to the issuance of tax information to Canada Revenue Agency.
- Develop a framework for a comprehensive Career Development strategy for Nunavut. Career Development does not happen in isolation; Income Support is an important partner and plays an essential role in the success of this strategy as a referral agency and to provide the supports many individuals will need to move forward.
- Initiate extensive testing of the Income Support Case Management System.
- Continue the multi-year project to develop and deploy the Income Support Case Management System across Nunavut.
- Continue developing staff training materials for the deployment of 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 Societal Values* into the operations of the department.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Directorate</b>		1,126	<b>1,066</b>	1,114	1,114

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>	940	<b>1,142</b>	1,180	1,180
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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>	2,285	<b>2,747</b>	2,982	2,982
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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.

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<b>Total, Administrative Support Services</b>	<b>4,351</b>	<b>4,955</b>	<b>5,276</b>	<b>5,276</b>
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#### Priorities (2008-09)

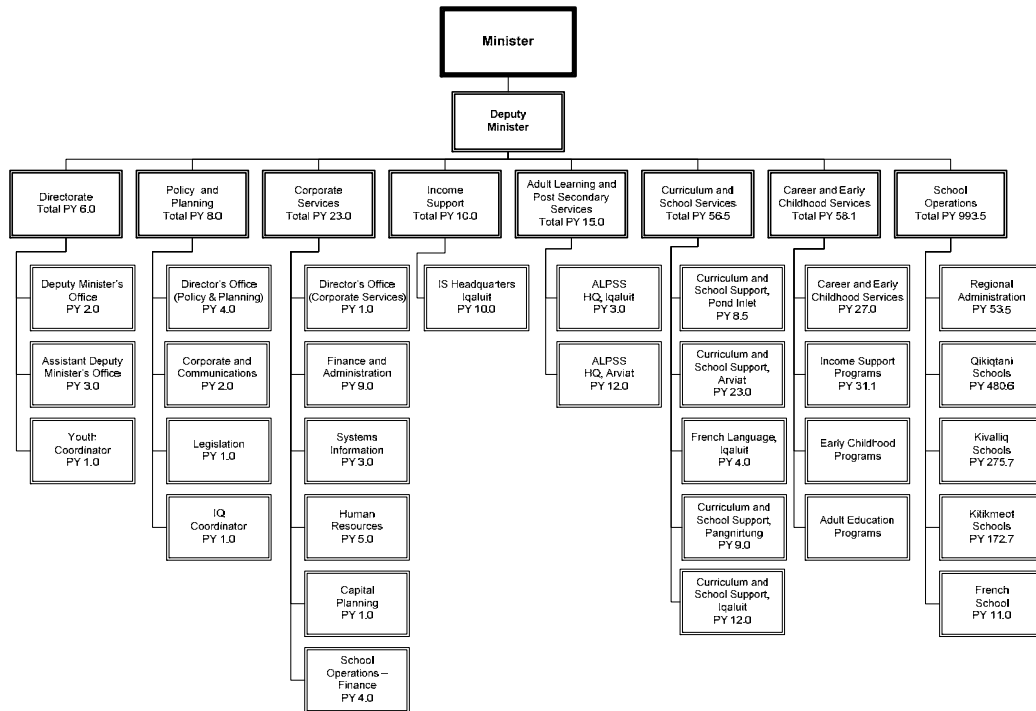
- Continue to develop Regulations for the new *Education Act*;  
**Status:** *Bill 21, the Education Act passed into law on September 18, 2008. Planning and preliminary preparations were begun for regulation development.*
- Facilitate the development of standardized data collection and organization for departmental program reporting;  
**Status:** *Began development of new information systems to improve data collection and program reporting. Further work on this priority will be required in future years.*
- Provide training to ensure the human resource teacher recruitment process is consistently applied across the territory;  
**Status:** *Training has not yet occurred, but will be delivered in 2009-2010..*
- Assess and improve program accountability frameworks.  
**Status:** *Initial strategic planning work has begun. When complete this will allow program performance measurement and accountability. On-going development and re-development of database systems will also improve program assessment.*

#### Priorities (2009-10)

- Consult on and draft the regulations for the new *Education Act* in a timely manner.

- Facilitate the development of standardized data collection and organization for departmental annual and program reporting.
- Assess and improve program accountability frameworks.
- Develop and launch a new Department of Education website.
- Provide training to ensure the human resource teacher recruitment process is consistently applied across the territory

## Appendix I: Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	1,154.6
Vote 4/5 PYs	15.5
Revolving Fund PYs	0.0
<b>TOTAL PYs</b>	<b>1,170.1</b>

## Appendix II: Financial Summary

Branch	2008-09		2009-10		2010-11		2011-12	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PY	\$000	PY	\$000	PY	\$000	PY
<b>DIRECTORATE</b>								
Salary	869	7.0	824	6.0	872	6.0	872	6.0
Grants & Contributions	-		-		-		-	
Other O & M	257		242		242		242	
<b>Subtotal</b>	<b>1,126</b>		<b>1,066</b>		<b>1,114</b>		<b>1,114</b>	
<b>POLICY AND PLANNING</b>								
Salary	686	7.0	863	8.0	901	8.0	901	8.0
Grants & Contributions	-		-		-		-	
Other O & M	254		279		279		279	
<b>Subtotal</b>	<b>940</b>		<b>1,142</b>		<b>1,180</b>		<b>1,180</b>	
<b>CORPORATE SERVICES</b>								
Salary	1,772	18.0	2,227	23.0	2,432	23.0	2,432	23.0
Grants & Contributions	-		-		-		-	
Other O & M	513		520		550		550	
<b>Subtotal</b>	<b>2,285</b>		<b>2,747</b>		<b>2,982</b>		<b>2,982</b>	
<b>INCOME SUPPORT</b>								
Salary	941	9.0	1,086	10.0	1,138	10.0	1,138	10.0
Grants & Contributions	-		1,382		1,382		1,382	
Other O & M	1,316		1,442		1,155		624	
<b>Subtotal</b>	<b>2,257</b>		<b>3,910</b>		<b>3,675</b>		<b>3,144</b>	
<b>ADULT LEARNING AND POST SECONDARY SERVICES</b>								
Salary	1,620	15.0	1,784	15.0	1,874	15.0	1,874	15.0
Grants & Contributions	5,682		5,082		5,082		5,682	
Other O & M	866		1,476		1,476		876	
<b>Subtotal</b>	<b>8,168</b>		<b>8,342</b>		<b>8,432</b>		<b>8,432</b>	
<b>CAREER AND EARLY CHILDHOOD SERVICES</b>								
Salary	4,470	54.0	5,267	58.1	5,516	58.1	5,516	58.1
Grants & Contributions	3,377		34,214		34,214		34,214	
Other O & M	33,543		2,712		2,712		2,712	
<b>Subtotal</b>	<b>41,390</b>		<b>42,193</b>		<b>42,442</b>		<b>42,442</b>	

Branch	2008-09		2009-10		2010-11		2011-12	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PY	\$000	PY	\$000	PY	\$000	PY
<b>CURRICULUM AND SCHOOL SERVICES</b>								
Salary	4,349	39.5	5,961	56.5	6,913	56.5	6,913	56.5
Grants & Contributions	4,040		4,758		5,195		5,525	
Other O & M	3,306		5,277		7,321		8,233	
<b>Subtotal</b>	<b>11,695</b>		<b>15,996</b>		<b>19,429</b>		<b>20,671</b>	
<b>SCHOOL OPERATIONS</b>								
Salary	93,790	969.8	100,313	993.5	103,980	1,004.5	111,487	1,071.5
Grants & Contributions	10,000		12,465		15,737		15,737	
Other O & M	5,962		6,427		6,546		6,546	
<b>Subtotal</b>	<b>109,752</b>		<b>119,205</b>		<b>126,263</b>		<b>133,770</b>	
<b>TOTAL</b>	<b>177,613</b>	<b>1,119.3</b>	<b>194,601</b>	<b>1,170.1</b>	<b>205,517</b>	<b>1,181.1</b>	<b>213,735</b>	<b>1,248.1</b>

## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As of December 31, 2008		Target for 2009-10	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>1,190</b>		<b>1,172*</b>	
Total Filled Positions	1,064	89	1076	92
Total Vacancies	126	11	96	8
Total Beneficiaries	564	53	584	54
<b>Total Executive Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Executive Positions	3	100	3	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	2	67	2	67
<b>Total Senior Management Positions</b>	<b>19</b>		<b>19</b>	
Total Filled Senior Management Positions	17	89	19	100
Total Vacant Senior Management Positions	2	11	0	0
Total Beneficiaries in Sr. Management Positions	2	12	6	32
<b>Total Middle Management Positions</b>	<b>116</b>		<b>117</b>	
Total Filled Middle Management Positions	103	89	112	96
Total Vacant Middle Management Positions	13	11	5	4
Total Beneficiaries in Middle Management Positions	32	31	40	36
<b>Total Professional Positions</b>	<b>527</b>		<b>526</b>	
Total Filled Professional Positions	514	98	510	97
Total Vacant Professional Positions	13	2	16	3
Total Beneficiaries in Professional Positions	137	27	140	27
<b>Total Paraprofessional Positions</b>	<b>363</b>		<b>349</b>	
Total Filled Paraprofessional Positions	287	79	300	86
Total Vacant Paraprofessional Positions	76	21	49	14
Total Beneficiaries in Paraprofessional Positions	258	90	268	89
<b>Total Administrative Support Positions</b>	<b>162</b>		<b>158</b>	
Total Filled Administrative Support Positions	140	86	132	84
Total Vacant Administrative Support Positions	22	14	26	16
Total Beneficiaries in Administrative Support Positions	133	95	128	97

\* The department employs a total 1172 individuals, some on a half time basis. Total funding for PYs is for 1,170.1.



**Department of  
Health and Social Services**

**Business  
Plan**

*2009-2010*

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## **INTRODUCTION**

The Department of Health and Social Services, under the Minister 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.

The Department is responsible for providing a wide range of programs and services to Nunavut's 25 communities, including primary and acute health (both inpatient and ambulatory), child protection, family services, mental health and public health.

Health care and social services are delivered throughout Nunavut using a network of 23 Community Health Centres, two regional health care facilities (Cambridge Bay and Rankin Inlet), the Qikiqtani General Hospital in Iqaluit, as well as other facilities. Delivery of some services is provided by resources outside of the territory.

Many of the Department's roles, responsibilities, and accountability are defined by Nunavut legislation, including, but not limited to 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* and the *Vital Statistics Act*.

The Department's newest piece of legislation, the *Midwifery Profession Act* was passed in the Legislative Assembly in September 2008. A key piece of federal legislation governing the operations of the Department is the *Canada Health Act*, which sets out the criteria and conditions related to insured and extended health care services that the territory must fulfill in order to receive funding under the Canada Health Transfer.

Over the course of the 2009-2010 fiscal year, the Department of Health and Social Services will strive to improve and protect the health of Nunavummiut in order to ensure that individuals, families and communities are leading healthy lives. In support of that goal, the Department is placing considerable emphasis on initiatives that reflect the priorities identified in *Tamapta/CL<sup>CC</sup>: Building our future together*, as well as those that will lead to a sustainable health care system for Nunavut. The Department will also continue to take steps to strengthen financial management and improve program and service delivery and accountability.

### **Mission**

*To promote, protect and enhance the health and well-being of all Nunavummiut, incorporating Inuit societal values 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 guided by the following Inuit societal values that were confirmed in *Tamapta/CL<sup>CC</sup>: Building our future together*:

- **Inuuqatigiitsiarniq:** respecting others, relationships and caring for people.
- **Tunnganarniq:** fostering good spirit by being open, welcoming and inclusive.
- **Pijitsirniq:** serving and providing for family and/or community.
- **Aajiiqatigiinni:** decision making through discussion and consensus.
- **Pilimmaksarniq/Pijariuqsarniq:** development of skills through observation, mentoring, practice and effort.
- **Piliriqatigiinni/Ikajuqtigiinni:** working together for a common cause.
- **Qanuqtuurniq:** being innovative and resourceful.
- **Avatittinnik Kamatsiarniq:** respect and care for the land, animals and the environment.

In addition to the guiding principles of *Tamapta/CL<sup>CC</sup>: Building our future together*, 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 departmental 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.

## **STRATEGIC COMMITMENT TO TAMAPTA**

The Department of Health and Social Services is committed to ensuring that the Vision and Guiding Principles outlined in *Tamapta/CL<sup>CC</sup>: Building our future together* are reflected in programs, service delivery and day-to-day operations. The Department's strategic statements focus on the health and well-being of all Nunavummiut and align with *Tamapta's* overall vision.

The Department's strategic and operational priorities for 2009-2010 support many of the priorities outlined in *Tamapta* with specific emphasis on the following four priorities: (1) *improve health through prevention*; (2) *address social concerns at their roots*; (3) *help those at risk in our communities*; and (4) *improve education and training outcomes*.

Success in achieving these priorities will require a comprehensive and integrated approach that involves many partners. The Department recognizes the need to reach new levels of engagement with its many stakeholders, including other Government of Nunavut departments, provincial and territorial governments, non-government organizations, and most importantly, Nunavut's communities.

### **Improve Health through Prevention**

The Department of Health and Social Services is committed to providing a health system that focuses not only on treating illness but also on promoting healthy living and illness prevention. The Department continues to invest additional resources into public health, recognizing that by making investments in health promotion and preventative care now, the high cost of primary health care in the future can be offset.

The Department has begun implementing strategic initiatives that focus on promoting and maintaining healthy lifestyles. *Developing Healthy Communities: A Public Health Strategy For Nunavut* is a 5-year community focused plan to improve the health of Nunavummiut by building knowledge, capacity and accountability at the community level to promote overall health and wellness. The Strategy focuses on two priority areas: (1) healthy children and families; and (2) addiction reduction.

The Department is currently developing new public health initiatives in the area of maternal and newborn care, sexual health, chronic disease and injury prevention. A variety of health promotion initiatives and awareness campaigns in the areas as Fetal Alcohol Spectrum Disorder, diabetes prevention, tobacco cessation and community wellness continue to be delivered through programs funded by Health Canada and the Public Health Agency of Canada.

Increasing physical activity among Nunavut youth remains a priority and the Department continues to work with the Department of Culture, Language, Elders and Youth, the Department of Education and the Public Health Agency of Canada, to fund and implement school and community-based programs to teach youth about physical activity, healthy eating, leadership, wellness, and empowerment.

Over the coming year, the Department plans to further integrate the Public Health Strategy at the regional and community level. For example, from a public health perspective, Community Health Representatives are a pivotal resource at the community level for all departmental programming, particularly in the area of community relations and community development. The Department is developing a number of initiatives to support Community Health Representatives and emphasize the health promotion function of their jobs, including the design and implementation of short and long term training and development programs and educational opportunities.

The Department is also committed to supporting and enhancing the role of Community Health Committees so that they can play an active role in assisting the Department with its planning and decision making regarding health, wellness and social services priorities. This community level engagement provides individuals and families a voice in building self-assured, caring communities with health and social conditions at or better than the Canadian average.

To maintain good health, Nunavummiut require access to sufficient nutritious, affordable, and safe food. The Department will be expanding its food security related initiatives, ensuring increased community participation and capacity building. Food security is a Nunavut wide issue that is not unique to one isolated area. Inter-sectoral (i.e. non-government agencies, traditional economy, private sector) partnerships and collaboration will also be required to advance this priority.

Other undertakings by the Department to address this strategic priority will include the development of a Chronic Disease Prevention Strategy and the development of a legislative proposal for a new *Public Health Act*.

## **Help Those at Risk in Our Communities**

The Department of Health and Social Services recognizes the need for a comprehensive, integrated and sustainable governmental response to helping Nunavummiut who are socially disadvantaged and is committed to actively participate in and contribute to any initiatives that support this priority.

The Department currently provides an annual contribution to the Nunavummi Disabilities Makinnasuaqtiit Society (NDMS) to provide advocacy for Nunavummiut living with disabilities. In March 2007, the Department also established a partnership with the Rick Hansen Foundation. A multi-sectoral team called the “Nunavut Solutions Team,” made up of representatives from Nunavut Housing Corporation, the NDMS, the City of Iqaluit, the Rick Hansen Foundation and the Department of Health and Social Services accept applications from community members and organizations to provide assistance to Nunavummiut with spinal cord injuries and other disabilities.

As part of the Department’s social services mandate, adults with a variety of disabilities are provided with support services. However, without the availability of many specialized services for this group, most often, clients are placed in programs and facilities outside Nunavut. Long-term, Nunavut-based solutions are needed and will



require interdepartmental collaboration in light of limited resources. In 2009-2010, the Department will be developing a Residential Care Strategy which will include the needs of Nunavummiut with disabilities.

Family violence shelters for women offer safe and secure emergency housing to women and their children fleeing domestic violence in their homes. The shelters vary with respect to the length of stay, size, and counseling and other services offered, such as safety planning, outreach, advocacy, children's programming, and community referrals. The Department currently provides funding to the 5 shelters that are operating in the territory. Over the coming year, in partnership with other Government of Nunavut departments and agencies, the Department will be developing and implementing measures aimed at ensuring accountability, achieving consistent and quality service and attaining a cost-effective response to evolving community needs with regards to family violence shelters for women.

The Department has responsibility for ensuring the safety and well-being of children. This child protection mandate includes investigating reports of child abuse and neglect, as well as child placement into foster homes or other residential services when required. In 2009-2010, the Department will be working with the Department of Justice to make amendments to the *Child and Family Services Act* to further address the needs of children and youth in Nunavut.

### **Address Social Concerns at Their Roots**

The Department recognizes that it can not address social concerns on its own and is committed to working collaboratively with government departments and other stakeholders to achieve an increased quality of life for Nunavummiut.

The Department continues to work in partnership with other Government of Nunavut departments and agencies, Nunavut Tunngavik Inc. and Isaksimagit Inuusirmi Katujjiqatigiit (Embrace Life Council) to develop a comprehensive Suicide Prevention Strategy for the territory.

In 2008-2009, the Department and Nunavut Tunngavik Inc. submitted a proposal under the Federal Government's Aboriginal Health Transition Fund for funding of suicide prevention and mental health initiatives. The proposal was approved and funding support totaling approximately 1.3 million will continue through March 31, 2010. Part of this funding supports the delivery of Uqaqatigiiluk! – a training program to help family members, friends and front-line workers feel more comfortable, confident and competent in helping to prevent the immediate risk of suicide by someone they know is at risk<sup>1</sup>.

There is a high demand for mental health services in Nunavut, such as counseling and addictions treatment, but there is little ability to currently offer the services in Nunavut

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<sup>1</sup> Government of Nunavut and Nunavut Tunngavik Inc. News Release – *GN and NTI Take Leadership to Help Nunavummiut Choose Life*. 2009.

or coordinate the services that are available. To address this gap, the Department will be establishing a Territorial Mental Health and Addictions Division – a group of mental health experts who will lead the design Nunavut-specific programs and tools and develop an actual mental health system that is well coordinated and resourced. This team would work directly with a broad group of partners including Social Workers, Nurses, Education and Justice officials, Community Health Committees, Nunavut Tunngavik Inc. and Health Canada to develop an integrated mental health system for the territory.

### **Improve Education and Training Outcomes**

In recognition of the need for Inuit health care and social service providers, the Department provides Nunavummiut with education and training opportunities in health and social services professions and continues to fund a wide array of programs offered by Nunavut Arctic College. Programs are currently being offered in the following areas: mental health, maternal care/midwifery, nursing, social work, alcohol and drug counseling, community health, community rehabilitation therapy and home and continuing care.

The Department remains committed to providing employment opportunities to graduates of these programs and is placing increased emphasis on the need for and importance of mentoring following employment in the Department. Providing support to graduates in the workplace can have a positive impact on staff morale and retention.

Through Health Canada's Aboriginal Health Human Resources Initiative (AHHRI), the Department has partnered with Nunavut Tunngavik Inc. to examine issues affecting the recruitment and retention of Inuit nurses. The Department is also becoming involved in other cross-Canada AHHRI initiatives, including the Inuit Health Human Resources Technical Working Group, led by Inuit Tapiriit Kanatami.

Over the coming year, the Department will be developing a comprehensive Health and Social Services Human Resources Strategy for the Department, which will continue to emphasize the development of a workforce that is representative of the people it serves.

## **INUIT EMPLOYMENT PLAN**

### **Departmental Inuit Employment Goals**

The Department of Health and Social Services will be working towards a goal of 55% Inuit employment by March 31, 2010. This goal reflects increased Inuit employment in the senior and middle management, professional, paraprofessional and administrative support categories.

Over the coming years, additional progress will be achieved in increasing beneficiary representation in health care and social services related positions in the Department as more Nunavummiut graduate from a number of education and training programs currently being offered throughout the territory. This will contribute to a more stable workforce, which will contribute to improved quality and consistency of departmental programs and services.

### **Departmental Inuit Employment Targets**

At December 31, 2008, overall beneficiary representation in the Department was at 52%. The Department has been very successful in recruiting and retaining beneficiaries in the paraprofessional (76%) and administrative support categories (93%). There has also been an increase of beneficiaries in the professional category (from 19% at March 31, 2007 to 21% at December 31, 2008).

Over the coming year, the Department will intensify its efforts to increase both capacity and Inuit employment in the Department. The Department is projecting a 3% overall increase in Inuit employment, with projected increases in the following areas: senior management (2% increase - 15% to 17%), middle management (4% increase - 16% to 20%), profession (3% increase - 21% to 24%), paraprofessional (4% increase - 76% to 80%) and administrative support (1% increase - 93% to 94%).

### **Departmental Inuit Employment Initiatives**

The Department is committed to providing Nunavummiut with training and education opportunities in health and social services professions. The Department continues to work with Nunavut Arctic College by supporting and funding certificate and degree programs that lead to career opportunities in health care and social services. Programs being offered in 2009-10 include:

- Nunavut Nursing (Baccalaureate) Program (Iqaluit – expansion planned for Cambridge Bay in 2009 and Rankin Inlet in 2010)
- Human Services / Social Work (Cambridge Bay)
- Maternal Care Worker / Midwifery Program (Rankin Inlet – expansion sites being considered are Arviat and Cambridge)
- Mental Health Worker Program (Iqaluit)

- Alcohol and Drug Counsellor Program (Cambridge Bay)
- Home and Continuing Care Worker Program (Igloolik and Gjoa Haven)
- Community Therapy Assistant Program (Iqaluit)

The Department plans to increase its efforts to recruit high school students and community members into the various programs being offered across the territory and, to help facilitate this, has recently expanded its Foundation Studies programs to Rankin Inlet and Cambridge Bay.

A new “Training Ladders” initiative is underway, in collaboration with Nunavut Arctic College. This project aims to increase access by Nunavummiut to health and social services career training by designing programs so they are more modular in design and there is increased transferability of course credits.

Other proactive departmental efforts related to Inuit employment include:

- Providing employment opportunities for graduates of Nunavut Arctic College health and social services related training programs
- Hiring a facilitator to provide exam preparation/study skills workshops for Nunavut Nursing Program students writing the national Registered Nurse Examination.
- Providing mentors for nurses graduating from the Nunavut Nursing Program
- Providing scholarships and bursaries for students
- Implementing an Inuit Nurse Role Model campaign
- Attending career fairs to promote job opportunities
- Developing departmental orientation resources
- Creating internal trainee/internship positions with detailed learning plans
- Providing cross-training opportunities

The Department currently participates in the Government of Nunavut’s Sivuliqtiksat internship program (1 position – Regional Director Intern, Kivalliq) and plans to access this senior management training program again.

The Department recognizes the need to increase beneficiary representation at the management level. The comprehensive Health and Social Services Human Resources Strategy being developed in 2009-2010 will address this challenge by providing an action plan for the Department to address leadership and career development for beneficiaries.

## ENVIRONMENTAL SCAN

The Department of Health and Social Services faces many unique challenges and has many unique needs when it comes to providing for the health and well-being of Nunavummiut. Health is an issue that impacts everyone and the Department recognizes the important role it plays in the daily lives of Nunavummiut. When responding to the health care and social services needs of residents, the Department strives to provide better and more efficient social, primary and preventative program and service delivery across the territory, while ensuring the overall sustainability of the health care system.

### Health Status of Nunavummiut

Health Canada has identified twelve determinants of health: income and social status; employment; education; social environment; physical environment; healthy child development; personal health practices and coping skills; health services; social support networks; biology and genetic endowment; gender; and, culture.<sup>2</sup>

The health status of Nunavummiut is significantly below the national average. Overall life expectancy trails the Canadian average by 10 years, while infant mortality rates are almost four times higher in Nunavut. Tuberculosis continues to be a critical public health issue for the Department.

**Table 1: Selected Health Status Measures for Nunavummiut\***

Health Status Outcome	Nunavut	Canada
Life expectancy at birth <sup>3</sup>	68.7	79.3
Birth Rate (2008) <sup>4</sup>	25.2	11.1
Infant mortality (2005) <sup>5</sup>	10.0	5.4
Tuberculosis rate (2002) <sup>6</sup>	93.4	5.2
Chlamydia Rate (2006) <sup>7</sup>	3713.8	212.4
Smoking Rate (2005) <sup>8</sup>	46.1	16.5

\* Inuit only statistics are unavailable for these measures

Social problems in Nunavut are also of major concern. Incidents of child abuse, family violence, and suicide are stark reminders that these social problems will only lead to an increased impact on the already overburdened health and social services system.

<sup>2</sup> Health Canada. Healthy Development of Children and Youth – The Role of the Determinants of Health. 1999.

<sup>3</sup> Government of Nunavut. Department of Health and Social Services. Developing Healthy Communities: A Public Health Strategy for Nunavut. 2007.

<sup>4</sup> Statistics Canada, CANSIM Tables 051-0001 and 051-0004.

<sup>5</sup> Statistics Canada, CANSIM Table 102-0504.

<sup>6</sup> Government of Nunavut. Department of Health and Social Services. Developing Healthy Communities: A Public Health Strategy for Nunavut. 2007.

<sup>7</sup> Public Health Agency of Canada. [http://www.phac-aspc.gc.ca/std-mts/sti-its\\_tab/chlamydia\\_pts1991-06-eng.php](http://www.phac-aspc.gc.ca/std-mts/sti-its_tab/chlamydia_pts1991-06-eng.php)

<sup>8</sup> Statistics Canada, CANSIM Table 105-0427.

The Department recognizes that for health indicators to improve, a focus on healthy living and injury prevention is required. Active living, eating nutritious foods and abstinence from drugs, tobacco and alcohol are the foundations of prevention. Healthy living encourages healthier pregnancies, lower rates of chronic disease, and mental wellness.

Healthy living is also closely related to providing Nunavummiut with structures that support healthy living. This includes having the right to safe drinking water, appropriate infrastructure, such as recreation centres, good education, economic development, clean living environments, community and family ties, and above all, quality of life.

## **Sustainability**

Improving the overall financial and administrative management of Nunavut's health care system is crucial to the sustainability of service delivery in the territory. Nunavut's health care system and social services delivery system are facing significant challenges as the cost of airfare, agency nurses, medical technology, infrastructure, residential care, and other related expenditures continues to rise.

In order to help contain cost increases, the Department is taking proactive steps to strengthen financial and human resources management. Greater emphasis is being placed on the evaluation of departmental programs and services to ensure effectiveness and efficiency.

The relationship between health care expenditures and age is well documented in federal and provincial reports on health system expenditures, as well as in academic literature. Some important and commonly known findings include:

- A person's health tends to deteriorate with age;
- Per capita health expenditures rise rapidly soon after people reach the age of 65;
- Management of chronic diseases consumes the majority of health care spending;
- Health care spending for children up to age 15 is much less.

While the majority of Nunavut's population is currently under the age of 25, the long term sustainability of the health care system is dependent upon planning for the future age-related pressures that this population group will potentially place on the system. Additionally, evidence suggests that early and strategic investments in child health and wellness will not only produce healthier outcomes throughout adulthood, but will also lay the foundation for improved scholastic performance, economic stability, and social participation. More specifically, research indicates that certain chronic conditions such as diabetes, asthma, mental health and heart disease that manifest themselves in adulthood, may originate from childhood health conditions and behaviours.

## Health Human Resources

Nunavut competes for health care professionals in an extremely competitive labour market where other provincial, territorial and international jurisdictions are also vying for their services and talents.

Despite recruitment and retention activities at both the national and international level, Nunavut continues to find it challenging to staff community-based nursing positions on an indeterminate basis. As of January 31, 2009, the Department had a total of 224 nursing positions across Nunavut of which 124 were filled and 100 were vacant. The Department was also employing 39 agency nurses in Nunavut at that time.

**Table 2: Nursing Positions by Region as of January 31<sup>st</sup>, 2009<sup>9</sup>**

Region	Total Nursing Positions	Beneficiary Nurses	Indeterminate Nurses	Vacant Indeterminate Positions	Casual Positions*	Agency Nurses
Iqaluit	65	2	47	18	7	4
Baffin	52	0	28	24	8	19
Kivalliq	61	5	32	29	18	9
Kitikmeot	46	0	17	29	9	7
<b>Total</b>	<b>224</b>	<b>7</b>	<b>124</b>	<b>100</b>	<b>42</b>	<b>39</b>

\* Three casual nurses are beneficiaries – two in Iqaluit and one in Arviat

The Department's *Nunavut Nursing Recruitment and Retention Strategy*, released in November 2007, provides a plan aimed at reducing the vacancy rate for indeterminate nursing positions across the territory and reducing the Department's reliance on agency nursing. The Strategy also aims to increase the number of nurses graduating from the Nunavut Nursing Program. To date there have been a total of 18 graduates, 9 of whom are beneficiaries.

Over the last several years the recruitment and retention of social workers has been increasingly difficult for the Department. Nunavut is one of the few jurisdictions that hire social worker generalists, which includes a combination of qualifications that makes it difficult to recruit qualified social workers. Other jurisdictions tend to hire social workers in specialized fields such as, child protection investigations, child protection court process, foster services, adult services only, or only working with people with disabilities. As of November 2008, only 25 of the 46 established social worker positions were filled with indeterminate staff.

Recruitment and retention of other allied health professionals such as physiotherapists, pharmacists, and audiologists is also a challenge.

It should be noted that the recruitment of family physicians has improved significantly since 2007 and, at present, all of Nunavut's 21 family physician positions are fully staffed. However, in order to respond to the needs of the territory's growing population, the Department will require additional physician resources. If acquired, the

<sup>9</sup> Government of Nunavut. Department of Health and Social Services statistics based on analysis of data provided from Human Resource Information and Payroll System – P2K.

Department can provide increased in-territory services, increased physician visits in the communities and can fully support the implementation plan of the two regional health centres and the Qikiqtani General Hospital.

## **Complex Roles and Responsibilities**

As responsibility for the delivery of health care in Nunavut is divided between the Government of Nunavut (Department of Health and Social Services) and the Federal Government (Health Canada), Nunavummiut are faced with a unique situation that can at times be overwhelming and confusing. The role that each government plays is distinct, yet intertwined with service delivery.

The *Canada Health Act*, Canada's federal health insurance legislation, defines the roles and responsibilities for Canada's health care system which are shared between the federal and provincial/ territorial governments.<sup>10</sup> Nunavut is responsible for delivering health care services, guided by the provisions of the *Canada Health Act*.

Required health care services include insured hospital care and primary health care, provided by physicians and other health professional services. However, there are a number of health-related services that are not insured by provinces and territories or other private insurance plans. The Non-Insured Health Benefits (NIHB) Program is Health Canada's national, health benefit program that funds benefit claims for a specified range of drugs, dental care, vision care, medical supplies and equipment, short-term crisis intervention mental health counseling and medical transportation for eligible First Nations people and Inuit.

The Department administers the NIHB Program on behalf of Health Canada for Inuit and First Nations residents in Nunavut. Delivery of the program in Nunavut is divided between two levels of government - the Government of Nunavut (HSS) and the Federal Government (Health Canada – Northern Region). Health Canada is fully responsible for the policy and management of NIHB.

Non-insured benefits are medical services not covered under the Nunavut Health plan and include: ambulance services; medical travel co-payments; medical travel accommodation, meals and transportation (patients and approved escorts); prescription medication; dental services; medical supplies and equipment; vision services; crisis intervention counseling; and, interpreter services.

On behalf of Health Canada, the Department of Health and Social Services is responsible for delivery of the following NIHB components: transportation (i.e. transportation co-payment, emergency ground transportation, taxis between community and airport for 3 communities - Arctic Bay, Coral Harbour and Whale Cove due to long distances) at fixed rates; patient escorts; accommodation and meals; vision care; dental services (coordinating service providers to visit all communities); personal reimbursements (for vision, transportation and medical accommodation costs incurred by patients and reimbursements to private residents who have billeted patients);

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<sup>10</sup> Health Canada. *Canada Health Act Annual Report 2007-2008*.



negotiating contracts with service providers (dental, ophthalmic, optical, patient boarding homes/facilities and private residence homes, taxis, etc); and, expenditure reporting.

Health Canada is responsible for the delivery of the following NIHB components: prescription medication; medical supplies and equipment; dental services (verification and payment to the dental service provider for the actual services they performed); personal reimbursements (for dental, prescriptions or medical and equipment costs incurred by the patient); and, appeals.

## **Health Information**

A reality of service delivery in Nunavut is its small, dispersed population located in a number of small communities and spread out over a wide geographic area. This aspect can make it difficult for the Department to develop policies and programs that incorporate the specific needs and unique traits of the 25 communities within Nunavut. Furthermore, current gaps in health data compromise the ability of the Department to design, deliver and evaluate public health activities and policy.

In order to meet the growing health care and social services needs of Nunavummiut, there is a need for accurate, up-to-date data. A comprehensive, sophisticated data system is imperative to effectively track and direct limited resources, using factual data on health and social indicators evident in the territory.

Health surveillance assists in the early recognition of outbreaks, disease trends, causes of illness, and health factors.<sup>11</sup> As Nunavut's population grows, the need to collect information for analysis and distribution grows as well. However, barriers such as geography, lack of training, and the lack of available bandwidth and technology limit initiatives that the Department can undertake. The Department is currently unable to participate in some pan-Canadian health information initiatives such as *Panorama* due to challenges related to infrastructure, inadequate technological resources and lack of human resources capacity in the specialized field of health information and research.

The high volume of care provided outside of the patient's home community can make it challenging for health care providers in the community to make informed treatment decisions if there is an absence of applicable information and communication/health record technologies.<sup>12</sup> The Department's Electronic Health Record (EHR) initiative is currently underway and will eventually reduce the administrative burden of tracking results and information manually. The system will be a repository for: clinical reports; patient information; laboratory results; diagnostic imaging ordering and results; inpatient and outpatient diagnosis; drug profiles; immunization and communicable disease information; and, will integrate Telehealth to further increase efficiency. The Department anticipates that 40% of Nunavummiut will have access to an EHR solution by 2010 and all communities will have access by 2012.

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<sup>11</sup> Assembly of First Nations. First Nations Public Health: A Framework for Improving the Health of Our People and Our Communities. 2006.

<sup>12</sup> Department of Health and Social Services and Canada Health Infoway. 2007

## CORE BUSINESS

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

	Budget (\$000)			
	2008-09	2009-10	2010-11	2011-12
Directorate	23,557	<b>25,240</b>	25,971	25,971
Social Services	29,112	<b>34,721</b>	34,990	34,990
Public Health	6,637	<b>8,212</b>	8,644	8,644
Treatment	138,326	<b>151,757</b>	155,442	155,442
Health Insurance	35,628	<b>38,262</b>	38,339	38,339
<b>TOTAL</b>	<b>233,260</b>	<b>258,192</b>	<b>263,386</b>	<b>263,386</b>

### Directorate

The Directorate Branch provides overall management support under the direction of the Deputy Minister and provides advice to the Minister. The Branch is responsible for strategic planning, providing leadership in the development of policy and legislation, budget coordination, capital planning, financial services, human resource development, systems support. Leadership and coordination in the areas of nursing, regional service delivery, and overall departmental quality assurance are also key functions of this Branch.

### Objectives

- To provide overall management support and leadership across the Department.
- To provide strategic direction and lead departmental planning and evaluation initiatives.
- To ensure transparency and accountability through financial, administrative and human resource management.
- To ensure ongoing implementation and integration of governmental priorities (*Tamapta*), into departmental operations.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Deputy Minister</b>		1,220	<b>1,496</b>	1,539	1,539

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>	2,726	<b>2,842</b>	2,915	2,915
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>	4,530	<b>5,006</b>	5,145	5,145
Provides overall management and leadership for regional operations, while providing support to local communities in capacity building.				
<b>Corporate Services</b>	14,248	<b>15,090</b>	15,544	15,544
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>	833	<b>806</b>	828	828
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 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>Total, Directorate</b>	<b>23,557</b>	<b>25,240</b>	<b>25,971</b>	<b>25,971</b>

**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.  
**Status:** *All Qikiqtani General Hospital policies and procedures have been revised. A formal policy/procedures review process is in place. In February 2009, Accreditation Canada conducted its Accreditation Survey and has forecasted that an award of Accreditation with Condition will be issued. The official accreditation decision and report are anticipated in September 2009.*
- Strengthen financial management by providing training and guidance to all senior managers in the areas of budget and expenditure management.  
**Status:** *Financial processes and accountability training was provided to management staff in April 2008. A set of financial tools to assist managers and support staff in carrying out their financial obligations were implemented.*
- Expand the level of services being offered at the new Rankin Inlet and Cambridge Bay health centres by recruiting more staff under a successful recruitment and retention strategy.  
**Status:** *A facilities implementation plan has been developed for both the Kivalliq and the Kitikmeot Health Centres. Both implementation plans have been designed to provide inpatient services on a regular basis which would not be dependant on there being a full time physician in the community. The Kivalliq facility is planning for the phasing in of day use and short stay (4-10 hours),*

*observation services in the inpatient areas. The Kitikmeot facility is currently operating an outpatient ambulatory care basis.*

- 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.

**Status:** *The new policy came into effect on April 1, 2008 and is fully operational. Training has been delivered to regional staff, new forms are in use and a variety of communication materials have been developed.*

- Foster collaboration with NTI, Health Canada and regional Inuit associations through the Tri-Partite Committee to guide program planning and administer community wellness funding.

**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.*

- 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.

**Status:** *Due to turnover within the Human Resources Division, this Committee has not yet been established. This commitment remains a priority for the Department, and the Committee may be established in 2009-2010 to guide the development of an overall Health and Social Services Human Resources Strategy for the Department.*

- Distribute newly approved suicide protocols to all health centres and develop protocols specifically for the Qikiqtani General Hospital.

**Status:** *The development and distribution of the suicide protocols was completed.*

- 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.

**Status:** *The Electronic Health Record project began in October 2008, and will be complete by 2012, with all communities in Nunavut having access to the electronic health record. This project will also see digital diagnostic imaging being implemented by 2012, decreasing the wait-times for X-ray reports to the community health centres.*

- 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.

**Status:** *This project began in October 2008, with a 2 million dollar investment by Canada Health Infoway. All boarding homes will have video conferencing capabilities by October 2010, including the upgrading of the original 14 Telehealth sites.*

### **Priorities (2009-10)**

- Continue to increase and strengthen financial management practices.
- Develop a comprehensive Health and Social Services Human Resources Strategy for the Department, which will include specific initiatives to recruit, retain, develop and promote Inuit.
- Develop a framework for an integrated communications strategy for the Department.
- Undertake a comprehensive study of health and health care in Nunavut to determine optimal departmental staffing levels and service delivery approaches in each community.
- Increase regional integration of strategic territorial initiatives including the Public Health Strategy, Nursing Recruitment and Retention Strategy and Quality Management Framework.

### **Social Services**

The Social Services Branch provides a range of support services for children and vulnerable adults who may require protection or other specialized services. Services are provided in six key areas: child protection, adoption, guardianship, adult support, residential care and family violence services. The Branch assists individuals, families, groups and communities to develop skills and utilize both personal and community resources to enhance their well-being. The Branch plays an important role in establishing programs and standards for program delivery.

### **Objectives**

- To provide overall social services leadership and program support across the territory.
- To fulfill the legislative responsibilities inherent in the following statutes: *Child and Family Services Act, Adoption Act, Aboriginal Custom Adoption and Recognition Act* and the *Guardianship and Trusteeship Act*.
- To provide emergency intervention to address domestic violence.
- To protect the rights of children, families and vulnerable individuals.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Social Services Headquarters</b>		632	<b>770</b>	770	770
Responsible for interpreting legislation and policy, identifying program gaps, recommending and drafting policy and legislative changes through consultation with the Department of Justice. Represents Nunavut on federal/provincial/territorial working groups to ensure Territorial participation in all programs and services being developed at the national level. Also responsible for developing materials to aid in the training of social services staff, as well as developing and updating publications that explain the various Social Services programs available in Nunavut.					
<b>Child Protection Services</b>		5,046	<b>6,162</b>	6,296	6,296
Ensures the safety and well-being of children by providing essential services. This 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>		1,261	<b>1,541</b>	1,541	1,541
Under the <i>Adoptions Act</i> and the <i>Aboriginal Custom Adoption Recognition Act</i> , Social Services is responsible for departmental, custom, private and international adoptions in the territory.					
<b>Guardianship Services</b>		1,261	<b>1,541</b>	1,541	1,541
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>		1,892	<b>2,311</b>	2,311	2,311
Provides a range of counseling and support services to eligible adults with disabilities.					
<b>Family Violence Services</b>		2,522	<b>3,081</b>	3,081	3,081
Social workers provide family violence intervention services. This may include individual and group counseling and referral to other services and transportation to a safe location.					
<b>Residential Care (Facility Based)</b>		16,498	<b>19,315</b>	19,450	19,450
Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized residential care.					
<b>Total Social Services</b>		<b>29,112</b>	<b>34,721</b>	<b>34,990</b>	<b>34,990</b>

**Priorities (2008-09)**

- Develop operational standards for all facility-based care.  
**Status:** *Residential care standards have been drafted and are pending approval by the Department.*

- Explore the potential for a behavioural modification group home in Nunavut.  
**Status:** *Approximated costing for a facility, facility standards and a programming has been drafted.*
- 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.  
**Status:** *Applications to join the Canadian Foster Parent Association have been sent to each regional office for distribution to all foster parents.*
- Develop foster parent training materials that are relevant to Nunavummiut with the assistance of the four community foster parent associations currently in operation.  
**Status:** *Foster parent training materials have been drafted and are pending approval by the Department.*

### **Priorities (2009-10)**

- Develop a legislative proposal to review the *Child and Family Services Act*.
- Initiate the development of a Residential Care Strategy with emphasis on providing increased Nunavut-based services for youth.
- Develop and implement a Family Violence Shelters for Women Policy.

### **Public Health**

The Public Health Branch provides direction and leadership in public health throughout Nunavut through the provision of prevention and public education initiatives. Public Health undertakes 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 prevention interventions. Additionally, the Branch delivers programs in cooperation with, and on behalf of, the Government of Canada.

### **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 strengthen our partnerships with Inuit organizations with respect to public health programs and policy development.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Chief Medical Officer of Health</b>		516	<b>786</b>	786	786
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>		124	<b>138</b>	138	138
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>		800	<b>880</b>	880	880
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>		2,883	<b>3,138</b>	3,570	3,570
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>		232	<b>245</b>	245	245
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>		1,324	<b>2,186</b>	2,186	2,186
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>		512	<b>567</b>	567	567
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>	246	<b>272</b>	272	272
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>6,637</b>	<b>8,212</b>	<b>8,644</b>	<b>8,644</b>

**Priorities (2008-09)**

- Begin implementation of the new Public Health Strategy – “Developing Healthy Communities.”  
**Status:** *A Manager has been hired to lead the Department’s implementation efforts and an implementation plan for the Strategy has been developed. The Department has been working with Community Health Representatives to support Community Health Committees in addressing health and wellness issues. The Department continues to deliver health promotion programming that supports health and wellness at the community level.*
- 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.  
**Status:** *A number of nutrition related initiatives have been undertaken including the community-based Healthy Foods North project and the development of draft screening and treatment protocols for the prevention and treatment of iron deficiency anemia in infants.*
- 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.  
**Status:** *The Department has a new transitional funding agreement with Health Canada for community-based and community delivered wellness programs. This agreement allows for multi-year projects and provides the possibility of carrying over unused funds from one year to the next.*
- Identify specific public health information and surveillance needs and develop a system for collecting and analyzing data to support public health responsibilities.  
**Status:** *A Perinatal Outcomes and Child Health Surveillance system is currently under development which will provide information for clinical audit, program evaluation, tracking of the indicators identified in the Department’s Public Health Strategy, needs assessment, research into risk factors for adverse birth outcomes, and will serve as a vital source of information to assist in improving child health in Nunavut.*

- Recruit additional public health nurses to work at the regional and community level.

**Status:** *The Department's Nurse Recruitment and Retention Committee continues to identify sourcing strategies for recruiting Public Health Nurses to Nunavut and recruitment campaigns are underway.*

### Priorities (2009-10)

- Develop a Chronic Disease Prevention Strategy.
- Implement the Perinatal Outcomes and Child Health Surveillance System using a phased approach.
- Develop a legislative proposal for a new *Public Health Act*.
- Expand food security related initiatives ensuring increased community participation and capacity building.

### Treatment

The Treatment Branch includes inpatient and outpatient services provided at health centres, the Qikiqtani General Hospital and in the community. This includes medical travel, both emergency (medevac) and scheduled, necessary referrals, and emergency social/family interventions that require transport out of a community or out of Nunavut. This Branch also includes the cost of physician and specialist services both in and out of territory.

### Objectives

- To provide the appropriate care at the appropriate time, by the appropriate provider in the appropriate place.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Professional Practice</b>		1,636	<b>1,752</b>	1,775	1,775
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>		2,357	<b>2,358</b>	2,398	2,398
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>		6,702	<b>7,816</b>	8,333	8,333
Provides assessment, counselling, treatment and referral services to those individuals and families who are faced with issues of diminished personal and psychological					

capacity or psychiatric disorders. This also includes providing support and assistance to communities and groups to better understand and deal effectively with addictions, high-stress and self-harming behaviours, self-esteem and general mental health issues that limit personal functioning and well-being.

**Home Care and Continuing Care**      2,163                      **2,425**                      2,466                      2,466

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.

**Medical Transportation**                      44,959                      **47,923**                      48,880                      48,880

Provides transportation services for patients who require medical services not available within their own community.

**Hospital and Physician Services**      49,480                      **55,186**                      56,659                      56,659

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.

**Community Health Centres**              30,939                      **34,297**                      34,931                      34,931

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.

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**Total, Treatment**                                      **138,236**                      **151,757**                      **155,442**                      **155,442**

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**Priorities (2008-09)**

- To increase physician recruitment, the Department will monitor current recruitment strategies and make adjustments as necessary.  
**Status:** *Recruitment of family physicians has increased in all regions. Currently family physician positions in Nunavut are fully staffed. The Department is developing a follow up advertising campaign and will continue to monitor the effectiveness of all strategies.*
- Develop and implement a Nunavut-wide quality assurance framework.  
**Status:** *A comprehensive Quality Management Framework has been developed and approved. An implementation plan has been developed, for roll-out in 2009-2010.*

- 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.

**Status:** *A business case and an options paper are currently being developed. A Territorial Mental Health and Addictions Division will be established in 2009-2010.*

- Improve the scheduling and tracking of specialist referrals through structural and technological improvements in the referral process.

**Status:** *In the initial planning phase.*

### **Priorities (2009-10)**

- Establish a Territorial Mental Health and Addictions Division.
- Conduct a territorial review of rehabilitation services.
- Finalize a strategic plan for territorial physician services.
- Undertake a comprehensive review of the medical travel system with the goal of providing a sustainable level of quality care and increasing services provided in the territory.
- Develop a Maternal and Newborn Care Strategy

### **Health Insurance**

The Health Insurance Branch includes territorial health insurance programs that cover hospital services within Nunavut and other jurisdictions for Nunavummiut, as well as supplementary health benefits and vital statistics. The Branch also administers the Non-Insured Health Benefits Program on behalf of the Federal Government.

### **Objectives**

- To provide efficient administration of medically necessary services, both in and out of territory, to all Nunavummiut.
- To administer the NIHB program on behalf of the Government of Canada (Vote 4 funding).
- To ensure that all residents who face financial barriers have access to medically necessary health services.
- To administer vital statistics.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Health Insurance</b>					
<b>Programs / Vital Statistics</b>		1,245	<b>1,379</b>	1,379	1,379
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>		360	<b>360</b>	360	360
The Extended Health Benefits 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 Non-Insured Health Benefits program.					
<b>Out-of-Territory Hospitals</b>		31,023	<b>33,523</b>	33,600	33,600
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>		3,000	<b>3,000</b>	3,000	3,000
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>Total, Health Insurance</b>		<b>35,628</b>	<b>38,262</b>	<b>38,339</b>	<b>38,339</b>

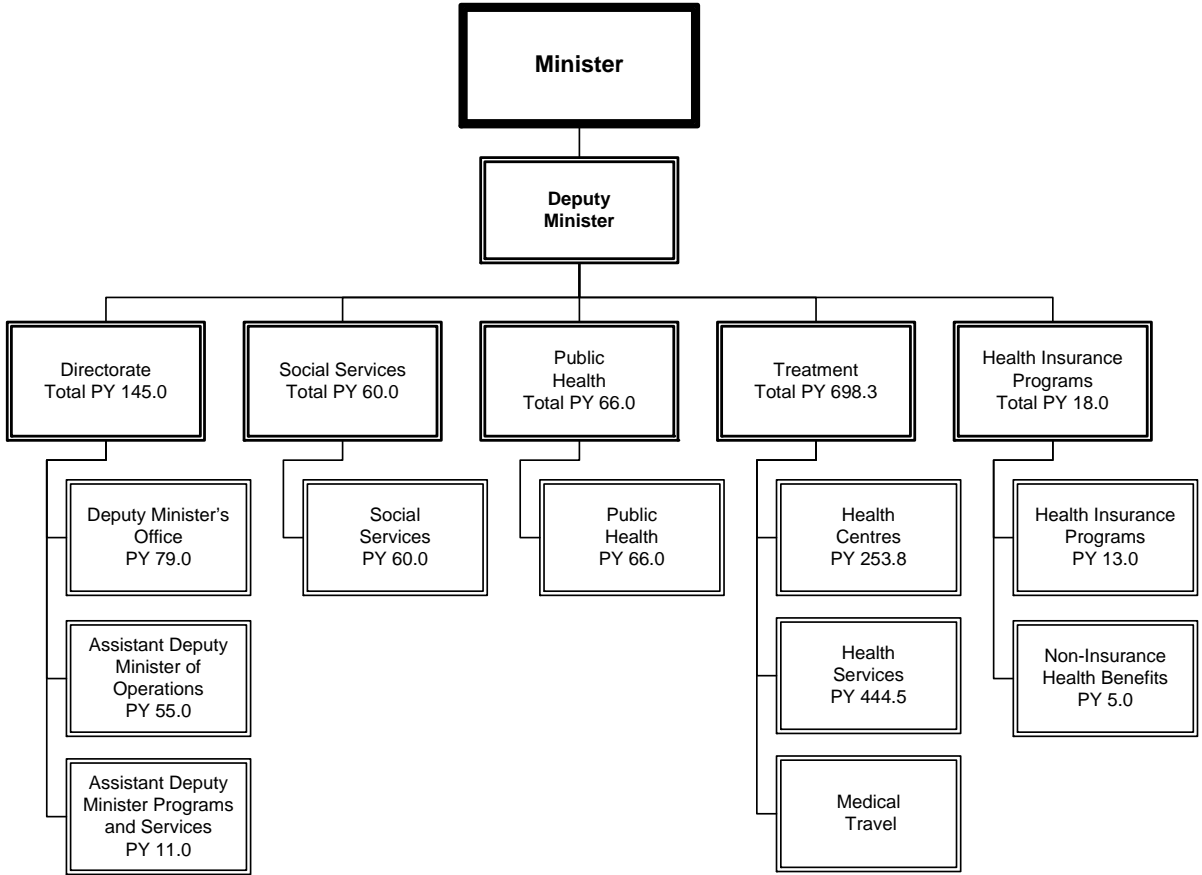
**Priorities (2008-09)**

- Implement a new secure Nunavut birth certificate following the example from other Canadian jurisdictions.  
**Status:** *The Department will carry this item forward in 2009-2010 as the capacity and financial resources were not available during 2008-2009.*
- Develop the in-house NIHB vision care database.  
**Status:** *The Department has not yet been able to develop the needs analysis for this system. The Department will be approaching Health Canada to determine whether there are adequate resources available to assist.*
- Develop a Medicare policy, regulations and fee schedule.  
**Status:** *Preliminary research initiated. Policy development planned for 2009-2010.*

**Priorities (2009-10)**

- Review the Extended Health Benefits Policy with a focus on chronic and complex care benefits.
- Re-negotiate Nunavut's Non-Insured Health Benefits provisions with the Government of Canada.
- Implement a new secure Nunavut birth certificate following the example from other Canadian jurisdictions.
- Develop a Medicare Policy and supporting guidelines.

## Appendix I: Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	885.8
Vote 4/5 PYs	101.5
Revolving Fund PYs	-
<b>Total PYs</b>	<b>987.3</b>

## Appendix II: Financial Summary

Branch	2008 – 2009 Main Estimates		2009 – 2010 Main Estimates		2010 – 2011 Planned		2011 – 2012 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>DIRECTORATE</b>								
Salary	16,312	136.0	<b>18,609</b>	<b>145</b>	19,340	145	19,340	145
Grants & Contributions	1,450		<b>600</b>		600		600	
Other O&M	5,795		<b>6,031</b>		6,031		6,031	
<b>Subtotal</b>	<b>23,557</b>		<b>25,240</b>		<b>25,971</b>		<b>25,971</b>	
<b>SOCIAL SERVICES</b>								
Salary	6,253	57.0	<b>7,188</b>	<b>60</b>	7,457	60	7,457	60
Grants & Contributions	2,080		<b>3,846</b>		3,846		3,846	
Other O&M	20,779		<b>23,687</b>		23,687		23,687	
<b>Subtotal</b>	<b>29,112</b>		<b>34,721</b>		<b>34,990</b>		<b>34,990</b>	
<b>PUBLIC HEALTH</b>								
Salary	4,622	56.0	<b>5,927</b>	<b>66</b>	6,359	68	6,359	68
Grants & Contributions	-		-		-		-	
Other O&M	2,015		<b>2,285</b>		2,285		2,285	
<b>Subtotal</b>	<b>6,637</b>		<b>8,212</b>		<b>8,644</b>		<b>8,644</b>	
<b>TREATMENT</b>								
Salary	59,682	672.0	<b>67,815</b>	<b>698.3</b>	70,661	701.3	70,661	701.3
Grants & Contributions	1,703		<b>1,723</b>		1,723		1,723	
Other O&M	76,941		<b>82,219</b>		83,058		83,058	
<b>Subtotal</b>	<b>138,326</b>		<b>151,757</b>		<b>155,442</b>		<b>155,442</b>	
<b>HEALTH INSURANCE</b>								
Salary	1,101	17.0	<b>1,235</b>	<b>18</b>	1,312	18	1,312	18
Grants & Contributions	-		-		-		-	
Other O&M	34,527		<b>37,027</b>		37,027		37,027	
<b>Subtotal</b>	<b>35,628</b>		<b>38,262</b>		<b>38,339</b>		<b>38,339</b>	
<b>TOTAL</b>	<b>233,260</b>	<b>938.0</b>	<b>258,192</b>	<b>987.3</b>	<b>263,386</b>	<b>992.3</b>	<b>263,386</b>	<b>992.3</b>



## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As of December 31, 2008		Target for 2009-2010	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>940</b>		<b>987</b>	
Total Filled Positions	591	63	671	68
Total Vacancies	349	37	316	32
Total Beneficiaries	307	52	368	55
<b>Total Executive Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Executive Positions	3	100	3	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	0	0	0	0
<b>Total Senior Management Positions</b>	<b>33</b>		<b>35</b>	
Total Filled Senior Management Positions	27	82	30	86
Total Vacant Senior Management Positions	6	18	5	14
Total Beneficiaries in Senior Management Positions	4	15	5	17
<b>Total Middle Management Positions</b>	<b>101</b>		<b>106</b>	
Total Filled Middle Management Positions	63	62	71	67
Total Vacant Middle Management Positions	38	38	35	33
Total Beneficiaries in Middle Management Positions	10	16	14	20
<b>Total Professional Positions</b>	<b>351</b>		<b>369</b>	
Total Filled Professional Positions	193	55	221	60
Total Vacant Professional Positions	158	45	148	40
Total Beneficiaries in Professional Positions	40	21	53	24
<b>Total Paraprofessional Positions</b>	<b>289</b>		<b>303</b>	
Total Filled Paraprofessional Positions	181	63	209	69
Total Vacant Paraprofessional Positions	108	37	94	31
Total Beneficiaries in Paraprofessional Positions	138	76	167	80
<b>Total Administrative Support Positions</b>	<b>163</b>		<b>171</b>	
Total Filled Administrative Support Positions	124	76	137	80
Total Vacant Administrative Support Positions	39	24	34	20
Total Beneficiaries in Administrative Support Positions	115	93	129	94

**Department of  
Environment**

**Business  
Plan**

*2009-2010*

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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, fisheries 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 avatittinnik kamatsiarniq (environmental stewardship), the Department of Environment in partnership with others protects the environment (land, air, water), parks, wildlife, and fisheries 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 Societal Values*, 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 Societal Values*;
- Continuously improving the timely accessibility and delivery of our services;
- Accountability and transparency;
- Professional integrity;
- Supporting staff through continuous learning; and
- Delivering our services in a clear, consistent, efficient and professional manner.

## Strategic Link to *Tamapta*

The Department of Environment is aligned with and guided by the *Tamapta/CL<sup>CC</sup>: Building our future together* vision of helping Nunavummiut meet their basic needs. Our mission commits us to the *Inuit Societal Values* principle of *avatittinnik kamatsiarniq* (environmental stewardship), to ensure a balanced approach is taken in the way Nunavut's environment and resources are used.

Ensuring that Inuit societal values and principles are incorporated into the sustainable use of Nunavut's resources is an important focus for the department. We place a strong emphasis on *piliriqatigiiniq/ikajuqtigiiniq* (working collaboratively) to build trustworthy relationships with our co-management partners focused on our common goal of protecting the environment while promoting the sustainable use of these renewable resources. We are committed to working cooperatively with other government departments and agencies and our NLCA co-management partners to support responsible environment management for the long term benefit of Nunavummiut.

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.

Implementing the co-management regime outlined in the *Nunavut Land Claims Agreement* requires working with both our co-management partners and other stakeholders using *qanuqtuurniq* (being innovative and resourceful) as we put into practice the responsibilities and structures envisioned by the claim. A number of our recent initiatives have focused on how to work more collaboratively with communities to integrate science and *Inuit Societal Values* into our decision-making. For example, we have a dedicated Inuit qaujimajangit researcher position to guide the collection and use of Inuit qaujimajangit in departmental decision-making. Our recent Wildlife Symposium resulted in a better appreciation and understanding among wildlife scientists, elders, co-management partners and other representatives on issues relating to wildlife research.

The department continues to take 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.

## ***Tamapta Priorities***

### ***Connect our community***

Nunavut's parks provide access to the land for personal growth, as well as opportunities for recreation and cultural activities. Development of Nunavut's parks and special places strengthens and supports local Inuit cultures and communities through the collection of oral histories, defining systems based on cultural landscapes, and sharing *Inuit Societal Values* and the Inuit way of life through interpretation programs.

The department has a number of harvester support programs that help maintain traditional activities and encourage an on-going connection to the land. Our Fur Pricing Program stabilizes the price of furs and skins so harvesters are less affected by severe market changes and receive a fair and stable price.

DoE is partnering with the Department of Education, Nunavut Arctic College and several Inuit organizations to develop a Nunavut-wide land camps program for use in schools. The goal of this project is to increase youth engagement in the environment through the delivery of more and better quality land-based camp programs that incorporate environmental science with traditional skills and knowledge surrounding wildlife and the environment.

*Inuit Societal Values* have 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.

The *Wildlife Act* also creates the statutory Elders Advisory Committee which provides advice and recommendations on the administration of the Act, especially as it relates to incorporating the principles of *Inuit Societal Values* into wildlife management, conservation, and environmental protection in Nunavut.

Engaging harvesters and stakeholders in wildlife management processes is crucial to success, and to this end we are building on the success of the recent wildlife symposium, and are expanding efforts at communication, education, and outreach.

### ***Support community-based, sustainable economies***

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



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 communities, 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 contribute to the territorial economy through the provision of high quality destinations, attractions and outdoor experiences without compromising the protection of our cultural and natural heritage. Our parks help to maintain environmental health by contributing to clean air, water and lands on a local, regional and global scale. They 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.

Current climate change predictions suggest that there may be impacts to community infrastructure, water supplies and coastlines. DoE is working on adaptation projects to provide communities with data and tools that can be used to mitigate any possible impacts resulting from climate change.

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

We helped develop and continue to support the Nunavut Fisheries Training Consortium (NFTC) in an effort to provide long-term training to Inuit for participation in all aspects of fisheries development in Nunavut. The Fisheries Development and Diversification Fund builds the fisheries knowledge-base through such projects as test fisheries, technology transfer, fisheries science, product and marketing development, and feasibility studies.

Sealing remains an important part of the culture, diet, and economy of Nunavut, and the department continues to work with harvesters and the fur industry to support hunters, develop markets, and aggressively represent Nunavut's interests in national and international forums.

The development and maintenance of jobs and industries based on wildlife harvesting requires up to date scientific information on which to make decisions, and the department works closely with other GN departments, the federal government, and industry to ensure that the right information is gathered when it is needed.

### ***Enhance our recognition in Canada and the world***

On the national and international stage, DoE strives to ensure that audiences are educated about the effectiveness of Nunavut's wildlife and environmental management.

In particular, we often need to counteract misinformation spread by animal rights groups, and ill-informed media.

Our strategic plan places an increased emphasis on communication and outreach. We have hired an Environmental Education Specialist as well as a targeted Marketing and Public Education Officer focused on fisheries and sealing, and are continuing to develop the departmental web presence. We are committed to providing media training for our staff to help explain our context to the world.

In particular, the department strives to explain the value and importance of *Inuit Societal Values* and their relevance to environmental decision-making. We are continuing to develop effective sealing communications and promotional materials, independently and with other jurisdictions.

## **INUIT EMPLOYMENT PLAN**

### **Departmental Inuit Employment Goal**

DoE's long-term Inuit Employment Plan is designed to lead us towards greater Inuit employment and a representative work force. We make it a high priority to hire qualified beneficiaries and work diligently towards the creation of a work environment that is supportive of Inuit employment. However, labour market profiles relative to the number of scientific and technical position within the Department do present some challenges.

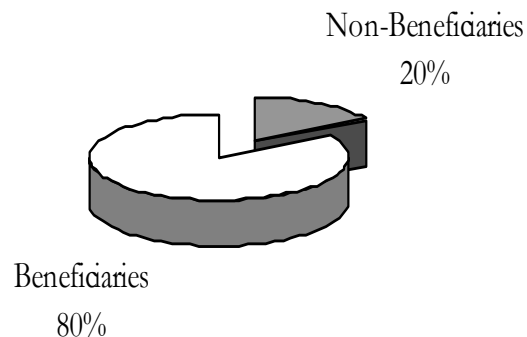
DoE is committed to achieving its target of 51% Inuit employment by the end of the 2009/2010 fiscal year. This will represent a 7% increase in Inuit employment for the department.

### **Departmental Inuit Employment Initiatives**

The Department of Environment is using the following key initiatives to achieve the target:

- The department has 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 in senior high school classes throughout Nunavut.

#### **Department of Environment 2008-2009 Casual and Seasonal Employment Analysis**



- 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 2008-09, 7 of the 10 filled summer/seasonal positions were staffed with beneficiaries, as were 28 of 34 casual positions.

- We work to provide a supportive atmosphere for our staff and encourage continuous learning. We have established a training and development specialist position to support all staff, but with a focus on helping Inuit staff to develop the skills necessary for advancement within the Department and across the GN.
- We are working with Nunavut Arctic College to develop training modules for Conservation Officer and Environmental Protection positions. Over the long term, this could be extended to other technical positions within the department.

## **ENVIRONMENTAL SCAN**

### **Nunavut**

Nunavummiut are proud of our strong relationship to the land and its resources. Although Nunavut is rich in wildlife, fish and other 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 environmental and cultural heritage.

The Department of Environment is committed to supporting a sustainable and viable wildlife management regime in Nunavut, developing a sustainable and viable fishery, and the development and management of a representative system of territorial parks and special places. This depends upon integrating *Inuit Societal Values* 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 potential climate change impacts on communities and community infrastructure is as yet unknown. Communities need support from all levels of government in assessing and adapting to 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 and marine resources, 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 endeavors to build collaborative partnerships from the local level through to an international level, within government, with other governments and with institutions of public government, crown corporations, designated Inuit organizations, boards, and public agencies 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.

Projected climate change models suggest an ice-free Northwest Passage for increasing periods of time, thus making it an attractive option as a major international shipping route. With increased traffic through this fragile ecosystem come increased risks to the environment.

## **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 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*, *Territorial 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 (CITES), 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:

- 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.
- Misperceptions and ill-advised external conservation pressures, driven mostly from outside of Nunavut, are often exacerbated by inaccurate information in the media.
- A lack of modern community waste management infrastructure impacts compliance with the *Environmental Protection Act*.

## CORE BUSINESS

The department takes an integrated approach to sustainable resource management by focusing on Wildlife, Fisheries and Sealing, Parks and Special Places, and Environmental Protection. Careful management of our resources that depend on good quality land, water and air will ensure healthy communities in Nunavut.

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

	<b>Budget (\$000)</b>			
	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
Corporate Management	3,677	<b>3,992</b>	4,107	4,107
Wildlife Management	10,114	<b>10,601</b>	10,877	10,877
Environmental Protection	1,991	<b>1,620</b>	1,274	1,274
Fisheries and Sealing	2,276	<b>2,311</b>	2,353	2,353
Parks and Special Places	1,370	<b>1,474</b>	1,528	1,528
<b>TOTAL</b>	<b>19,428</b>	<b>19,998</b>	<b>20,139</b>	<b>20,139</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 Societal Values* 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Directorate</b>		665	<b>662</b>	681	681
The Directorate is responsible for overall management and direction of the Department of Environment.					
<b>Policy, Planning and Legislation</b>		928	<b>1,206</b>	1,238	1,238
Policy, Planning and Legislation oversees all corporate planning, legislation and policy development along with associated research, communications and public education.					
<b>Corporate Services</b>		2,084	<b>2,124</b>	2,188	2,188
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>3,677</b>	<b>3,992</b>	<b>4,107</b>	<b>4,107</b>

### Priorities (2008-09)

- Analyze and refine internal budget planning process.  
**Status:** *Completed, and several improvements implemented to allow more effective usage of third party and a-base funding.*
- Implement recommendations from operational review of structure and resource allocations as necessary.  
**Status:** *Partially implemented and on-going. New Environmental Education Specialist position created and staffed. Resources allocated to environmental education projects and initiatives. Assistant Director, Wildlife Operations position created.*
- Implement new departmental records management system.  
**Status:** *In progress. Development of classification system for departmental operational records is underway. Departmental staff is currently being trained in records management.*
- Update departmental Inuit Employment Plan.



**Status:** *IEP targets have been revised for the upcoming year. A new five year Inuit Employment Plan is being prepared in cooperation with the department of Human Resources.*

- Complete implementation of departmental communication strategy.

**Status:** *Partially implemented and on-going.*

### **Priorities (2009-10)**

- Develop and implement department-wide Education and Outreach Plan.
- Integrate *Inuit Societal Values* into public education and engagement initiatives by working with internal *Inuit Societal Values* advisory committee.
- Work with other GN departments and Inuit organizations to support the delivery of more and better quality land-based camp programs for youth that incorporate environmental science and traditional skills and knowledge surrounding wildlife and the environment.
- Build the Natural Resources Conservation Trust Fund as a permanent source of funding for promoting awareness and wise use of wildlife and habitat through initiatives such as education, research and conservation.
- Deliver media relations training for employees so they can better represent the Department and the Government both within and outside the territory.
- Evaluate Conservation Officer Trainee Program to ensure that program is strategically focused in meeting its objectives.
- Develop records retention schedules for all operational records held by the department.
- Continue to enhance DoE staff skill sets through training and development.

### **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 Societal Values*, 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.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Wildlife Operations</b>		5,844	<b>5,932</b>	6,131	6,131
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>		3,324	<b>3,723</b>	3,800	3,800
Wildlife Research includes scientific research, wildlife monitoring and the collection, analysis, and archiving of Inuit qaujimajangit. 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.					
<b>Community Harvesters Assistance Program (CHAP)</b>		251	<b>251</b>	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.					
<b>Hunters and Trappers Organizations</b>		317	<b>317</b>	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.					
<b>Regional Wildlife Management Boards</b>		223	<b>223</b>	223	223
This program area involves provision of core operating funding to each of Nunavut's three Regional Wildlife Organizations.					

**Wildlife Community Support and Contributions**

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                      10,114                      10,601                      10,877                      10,877**

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**Priorities (2008-09)**

- Complete polar bear co-management agreements with other jurisdictions.  
*Status: In progress. We have advanced draft language with NWT, Ontario, and Manitoba but a lack of response from the other jurisdictions, particularly Quebec and Newfoundland and Labrador is causing delays in finalizing this initiative.*
- Establish polar bear deterrent programs in priority/high risk communities and a polar bear safety program for Katannilik Park.  
*Status: In progress. The new Problem Wildlife Specialist is presently working with HTOs where most problems polar bears are occurring and we expect to have problem polar bear programs in place for the high risk communities in 2009.*
- Complete our bilateral agreements and meet our national obligations under the federal *Species at Risk Act*.  
*Status: In progress. Draft agreement is currently undergoing legal review by Environment Canada.*
- Complete and implement caribou management strategy.  
*Status: Draft strategy completed. Consultations on draft will be undertaken in early 2009.*
- Enhance grizzly bear and wolverine research to obtain necessary data to make informed co-management decisions.  
*Status: On-going. Fieldwork underway (using non-invasive methods) to estimate the grizzly bear and wolverine populations in the western Kitikmeot, and to estimate harvest rates and population trends (to be completed by 2010). This will fill some of the major data gaps for these two species and will provide the information to continue our work on a grizzly bear co-management plan.*

### **Priorities (2009-10)**

- Complete polar bear co-management agreement with Greenland for shared polar bear populations.
- Establish polar bear deterrent programs in priority/high risk communities.
- Complete and implement caribou management strategy.
- Provide final report and management recommendations for Peary caribou as required under the federal *Species at Risk Act*.
- Develop informational website to better inform Nunavummiut and others on Nunavut wildlife and wildlife management.

### **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.

Through responsibilities under Article 11-13 of the Nunavut Land Claim Agreement (NLCA) and legislative responsibilities under the *Environmental Protection Act*, this division reviews and coordinates the Government of Nunavut response to Land Use Plans, the Nunavut General Monitoring Plan, and development proposals on Federal, Territorial and Inuit owned lands, highlighting the social, environmental and economic impacts a proposal might present.

### **Objectives**

- Enforcement of Nunavut's *Environmental Protection Act* and regulations
- Deliver a high standard of environmental protection services.
- Undertake initiatives directed towards identifying and resolving recurring 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 the impacts of human activities on the environment.
- Provide expert advice and develop environmental legislation and guidelines.
- Develop programs and policies to help Nunavut address climate change issues.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Environmental Operations</b>		1,059	<b>624</b>	247	247
Environmental Operations is responsible for developing and guiding the department's environmental programs which include Pollution Control, Environmental Assessment and Land Use, General Monitoring and Climate Change.					
<b>Pollution Control</b>		547	<b>573</b>	591	591
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 <i>Environmental Protection Act</i> . Pollution Control provides direction to government, industry and the general public on hazardous materials management, spills/emergency response and legislative compliance.					
<b>Environmental Assessment and Land Use</b>		257	<b>283</b>	292	292
Environmental Assessment and Land Use section coordinates GN recommendations into environmental assessments, water licensing, land use planning, and general monitoring. It also directs the development of resource management legislation and monitors environmental activities for consistency with the NLCA.					
<b>Climate Change</b>		128	<b>140</b>	144	144
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>1,991</b>	<b>1,620</b>	<b>1,274</b>	<b>1,274</b>

**Priorities (2007-08)**

- Complete Nunavut Climate Change Adaptation Plan.  
**Status:** *In progress. Adaptation research is ongoing in the pilot communities of Clyde River, Hall Beach and Iqaluit. A draft Adaptation Plan should be completed by May 2009.*
- Ensure Climate Change Centre is operational.  
**Status:** *In progress, a virtual website is the first step towards the operation of a climate change centre. The virtual website will provide information and activities on climate change in Nunavut.*
- Establish and implement fuel tank inspection program.  
**Status:** *Completed. An Illustrated Homeowner's Guide to Heating Oil Tank Inspections was completed and distributed across Nunavut. Courtesy heating oil-tank inspections are underway and on-going in all communities.*

- Improve support for municipal waste management, including specialized training for landfill operators.

**Status:** *On-going. Worked with the City of Iqaluit and CGS to implement an End-of-Life Vehicle and Scrap Metal Removal Program for Iqaluit. Over 750 vehicles, and 1200 snowmobiles and ATVs were collected and processed, and these will be removed by barge in the summer of 2009.*

- Continue working with CGS and ED&T to develop a solid waste management plan for Nunavut which includes recycling.

**Status:** *In progress. A Feasibility Study towards a recycling program for Nunavut and a draft Program Framework for a Beverage Container Recovery Program has been completed. Environmental Protection has also distributed four re-usable polypropylene shopping bags to each of Nunavut 9,200 households in an effort to eliminate the use of plastic bags.*

- Provide GN input into regulation development for the *Nunavut Waters and Nunavut Surface Rights Tribunal Act*.

**Status:** *In progress. Both EIA and DoE are providing direct input into the making of the Regulations as members of the Working Group. A first draft is expected to be completed in the spring of 2009.*

- 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.

**Status:** *In progress. A territorial land use planning policy was completed and approved. A Memorandum of Understanding is currently being negotiated among the parties for a collaborative land use planning process.*

- In conjunction with INAC, NTI and the Nunavut Planning Commission work towards development and implementation of the Nunavut General Monitoring Plan.

**Status:** *In progress. Work continues cooperatively with partners to meet this Land Claims obligation. The four parties have signed a Terms of Reference for a Working Group to develop a draft agreement. An internal GN technical working group has been formed to provide advice on GN participation in the NGMP.*

#### **Priorities (2009-10):**

- Begin implementation of the Climate Change Adaptation Plan. Complete the development of the Climate Change Website.
- In partnership with CGS, Finance (Liquor Control Commission), Education, ED&T, City of Iqaluit, and the Municipality of Rankin Inlet, develop a blueprint for a Nunavut-wide recycling program.

- Work with GN departments, INAC, NTI and Nunavut Planning Commission to re-establish land use planning in the territory.
- In conjunction with INAC, NTI and Nunavut Planning Commission, work towards development and implementation of the Nunavut General Monitoring Plan.
- Increase public awareness, education and involvement in pertinent environmental protection issues including recycling, waste management and pollution control.
- Develop new environmental guidelines directed at industry.
- Develop a hazardous waste management training program for municipal workers.
- Develop and deliver a Nunavut wide anti-littering campaign.

## 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 Nunavut Fisheries Strategy 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)	2008-09	2009-10	2010-11	2011-12
<b>Division Operations</b>		1,331	<b>1,366</b>	1,408	1,408
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
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
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
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
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
This program is a contribution made to the Fur Institute of Canada to support the fur industry.				
<b>Total, Fisheries and Sealing</b>	<b>2,276</b>	<b>2,311</b>	<b>2,353</b>	<b>2,353</b>

### Priorities (2008-09)

- Complete and begin implementation of a Nunavut Sealing Strategy, including projects in training and technology, and harvest support;  
**Status:** *In Progress. Internal and external stakeholder consultations completed and comments incorporated.*
- 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;  
**Status:** *Ongoing. Marketing and Public Education position within the division has been filled, duties include development of a marketing strategy for the division. New Nunavut Fur and Seal logo created for use on Nunavut raw and value added products. DoE is currently participating in a national seals committee to coordinate seal communications internationally.*
- Develop and/or assist in fisheries science projects which address strategically important research areas that build upon both Inuit Qaujimagatuqangit and scientific approaches; and,



**Status:** *Ongoing. Offshore fisheries survey conducted in Division 0A; Coastal resource inventory underway in Kugluktuk, Arctic Bay, Chesterfield Inlet and Kimmirut to be completed March 2009.*

- Invest in community exploratory and test fishery projects, which will identify local opportunities for quota development, specifically arctic char, inshore turbot and emerging species.

**Status:** *In Progress. Three winter turbot test fisheries funded this year in the high arctic communities of Grise Fiord, Arctic Bay and Resolute Bay. Summer exploratory fishery in Frobisher Bay completed.*

### **Priorities (2009-10)**

- Continue inshore fisheries development including a summer turbot test fishery in Cumberland Sound
- Redevelop Nunavut's seafood marketing materials including image design, display booth and information materials to compliment the Nunavut arctic char logo.
- Expand coastal resource inventory project to more communities across Nunavut.
- Conduct sealskin marketing and public education projects as part of the Nunavut Sealing Strategy implementation.
- Develop regional work plans for fisheries and sealing initiatives.

### **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 qaujimajangit.

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 Societal Values*, local and scientific knowledge, and current technological and geospatial information.

### **Objectives**

- Protect and conserve Nunavut's natural and cultural heritage, its biodiversity and integrity, and its significant, unique and valued natural and cultural landscapes and resources.

- Promote opportunities for appropriate, safe and accessible recreation and increased public enjoyment consistent with the protection of natural and cultural values.
- Contribute to Nunavut’s economy through the provision of high quality destinations, attractions and outdoor experiences without compromising the protection of our cultural and natural heritage.
- Engage residents and visitors, and foster pride, understanding, and appreciation of the territory’s natural and cultural heritage.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Program Development</b>		361	<b>385</b>	396	396
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>		879	<b>949</b>	988	988
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>140</b>	144	144
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>1,370</b>	<b>1,474</b>	<b>1,528</b>	<b>1,528</b>

**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.

**Status:** *Ongoing. In keeping with the Umbrella IIBA for Territorial Parks, a Nunavut Joint Planning and Management Committee (NJPMC) is to be established to guide and make recommendations on the program and legislation. In the interim, Discussion Papers have been prepared, which are the core of the Consultation Strategy.*

Complete the development of Geo-database Project to facilitate the collection, interpretation and analyses of land information and park inventories.

**Status:** *Ongoing. The Geo-database Project was initiated in 2008/09 with CGS/IT. A Geodatabase Strategic Plan and Implementation Initiatives will be complete by end 2008/09. A Geodatabase Migration Strategy and its implementation will follow in 2009/10.*

- Complete planning processes for proposed Territorial Park in Clyde River.

**Status:** *Complete. Phase II Feasibility Study and recommended Study Area boundary have been unanimously approved by residents of Clyde River*

- Complete planning processes for proposed Territorial Park in Kugaaruk.

**Status:** *Ongoing. Kugaaruk residents recommended a change in the proposed Study Area. The study recommended further review of three areas around Pelly Bay, which are all included in lands for which Mineral Prospecting and Exploration permits have been issued, or on Inuit Owned Lands. Finalization of proposed park boundary requires a full review of mineral claims and resultant impacts on park development options and agreements from Industry and Kitikmeot Inuit Association.*

- Develop and implement Park Operations Framework including Emergency Response Plan for territorial parks.

**Status:** *Implementation has included an 800 number for visitors in Katannilik Territorial Park which will provide 24hr access to conditions in the park including but not limited to; daily forecasts, polar bear activity, river conditions and emergency broadcasts. We have requisitioned litters and harnesses for emergency airlift extractions and have also commenced updating emergency response mobile equipment including, ATV's, motor boats, satellite telephones, SPOT tracking devices*

- Complete restoration/reconstruction of Scottish whaling station at Kekerten Territorial Park.

**Status:** *This project was completed during the summer of 2008.*

- Complete Phase 2 of a heritage appreciation strategy which would respond to NLCA/IIBA obligations and program needs related to promotion and awareness.

**Status:** *Phase II complete. A new [www.nunavutparks.com](http://www.nunavutparks.com) website was developed to better highlight local area resources, guides, and outfitters in keeping with the IIBA. In addition, an 'Editorial Series' featuring each of our parks and other special places was produced to promote parks and local communities.*

- Redesign and produce Territorial Park Guidebooks for Territorial Parks and Special Places in Nunavut.

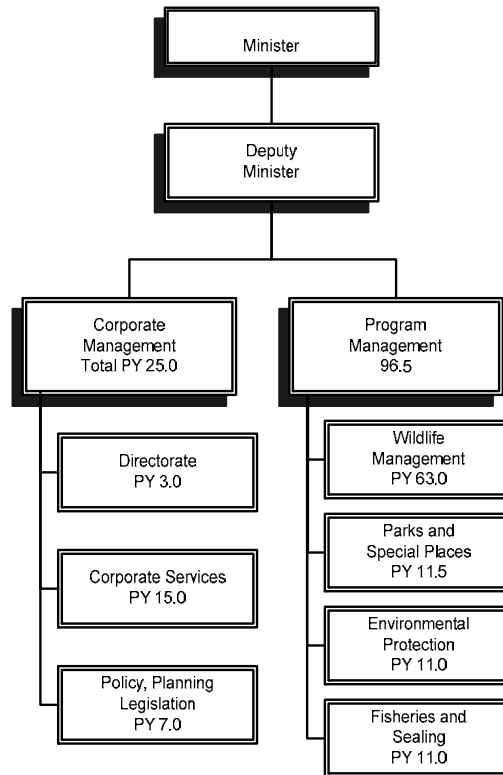
**Status:** *Complete. New Guidemaps for the Itijagiaq Trail (Katannilik Territorial Park), the Soper Heritage River (Katannilik Territorial Park) and Kekerten*

*Territorial Park will be published in early 2009. New Guidemaps for other Parks will be produced based on this 'Guidemap' template.*

**Priorities (2009-10)**

- Finalize planning processes for proposed Territorial Park in Clyde River.
- Initiate a Cultural Landscape Resource Inventory for the proposed Territorial Park in Kugaaruk to finalize park boundaries, and advance Territorial Park planning.
- Finalize designation of Coppermine River as a Canadian Heritage River with Kugluktuk, Kitikmeot Inuit Association, and other partners; and begin implementation of the Coppermine River Management Plan.
- Territorial Parks Operational Projects:
  1. Develop and implement an interpretive program for *Kekerten* Territorial Park, including interpretive signage for the newly erected Scottish Whaling Station.
  2. Relocate and restore *Inuujaarvik* Territorial Park in Baker Lake.
  3. Undertake site improvements and access in *Iqalugaarjuup Nunanga* Territorial Park
  4. Upgrade park facilities at *Ovayok* Territorial Park through a pilot project with local school trades program.

## APPENDIX I: Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	116.5
Vote 4/5 PYs	5.0
Revolving Fund PYs	–
<b>Total PYs</b>	<b>121.5</b>

## Appendix II: Financial Summary

Branch	2008 – 2009 Main Estimates		2009 – 2010 Main Estimates		2010 - 2011 Planned		2011 - 2012 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>CORPORATE MANAGEMENT</b>								
Salary	2,746	25.0	<b>2,920</b>	<b>25.0</b>	3,035	25.0	3,035	25.0
Grants & Contributions	8		-		-		-	
Other O&M	923		<b>1,072</b>		1,072		1,072	
<b>Subtotal</b>	<b>3,677</b>		<b>3,992</b>		<b>4,107</b>		<b>4,107</b>	
<b>PROGRAM DEVELOPMENT AND DELIVERY</b>								
Salary	8,693	95.0	<b>10,311</b>	<b>96.5</b>	10,504	94.5	10,504	94.5
Grants & Contributions	2,391		<b>1,891</b>		1,891		1,891	
Other O&M	4,667		<b>3,804</b>		3,637		3,637	
<b>Subtotal</b>	<b>15,751</b>		<b>16,006</b>		<b>16,032</b>		<b>16,032</b>	
<b>TOTAL</b>	<b>19,428</b>	<b>120</b>	<b>19,998</b>	<b>121.5</b>	<b>20,139</b>	<b>119.5</b>	<b>20,139</b>	<b>119.5</b>

## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As at		Target for	
	December 31-08		2009-10	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	120		121.5	
Total Filled Positions	91	76	108	89
Total Vacancies	29	24	13.5	11
Total Beneficiaries	40	44	55	51
<b>Total Executive Positions</b>	2		2	
Total Filled Executive Positions	2	100	2	100
Total Vacant Executive Positions	0	0	0	0
Total Beneficiaries in Executive Positions	1	50	1	50
<b>Total Senior Management Positions</b>	7		7	
Total Filled Senior Management Positions	4	57	6	86
Total Vacant Senior Management Positions	3	43	1	14
Total Beneficiaries in Sr. Management Positions	0	0	1	17
<b>Total Middle Management Positions</b>	25		25	
Total filled middle management positions	18	72	22	88
Total Vacant Professional Positions	7	28	3	12
Total Beneficiaries Middle Management Positions	6	33	11	50
<b>Total Professional Positions</b>	18		18	
Total Filled Professional Positions	16	89	16	89
Total Vacant Professional Positions	2	11	2	11
Total Beneficiaries in Professional Positions	3	19	4	25
<b>Total Paraprofessional Positions</b>	60		61.5	
Total Filled Paraprofessional Positions	45	75	54	88
Total Vacant Paraprofessional Positions	15	25	7.5	12
Total Beneficiaries in Paraprofessional Positions	25	56	31	57
<b>Total Administrative Support Positions</b>	8		8	
Total Filled Administrative Support Positions	6	75	8	100
Total Vacant Administrative Support Positions	2	25	0	0
Total Beneficiaries in Administrative Support	5	83	7	88

## **Appendix IV: 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>IEP</b>	Inuit Employment Plan
<b>IIBA</b>	Inuit Impact and Benefit Agreement
<b>INAC</b>	Indian and Northern Affairs Canada
<b>NIRB</b>	Nunavut Impact Review Board
<b>NLCA</b>	Nunavut Land Claims Agreement
<b>NPC</b>	Nunavut Planning Commission
<b>NTI</b>	Nunavut Tunngavik Inc.
<b>NWMB</b>	Nunavut Wildlife Management Board



**Department of  
Community  
and Government  
Services**

**Business  
Plan**

*2009-2010*

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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 has a key role to play in supporting Nunavut's communities which serve the social and cultural needs of their residents and contribute to sustainable 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 to Nunavummiut through the central government support services provided to other departments and agencies.

### **Principles and Values**

The Department of Community and Government Services believes that:

- Supporting Inuit Societal Values is the context in which we develop an open and responsive department, incorporating traditional activities, culture 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.

## **STRATEGIC LINK TO TAMAPTA**

Community and Government Services is committed to the Government's mandate, *Tamapta/CL<sup>CC</sup>: Building our future together*. CGS together with other departments, agencies and Inuit organizations have a number of initiatives that link to the vision of Tamapta. These are incorporated in the priorities and work plans of department staff. Community and Government Services is committed to working cooperatively with Government Departments and Agencies so that we can build a better future for all Nunavummiut.

### **Improve education and training outcomes**

To ensure Nunavummiut continue to have a highly valued quality of life, CGS is committed to the guiding principle Pilimmaksarniq- refining skills. Our priorities to maintaining this commitment include the following initiatives:

#### Financial management training:

We have spent considerable time improving financial processes, to make these improvements we are developing policies, manuals, improving process documentation and investing in proper training to ensure better accuracy and financial reporting.

#### Ensuring a representative public service through emphasis on hiring more beneficiaries:

We have formed an internal Training Committee to focus on recruitment, retention, planning and staff development, particularly for beneficiaries.

CGS is working with Department of Education and Principals to identify suitable graduating students early in efforts to recognize and support (awards) Nunavut youth and encourage post-secondary learning for Nunavummiut in the fields of Math and Science as this coursework is a critical building block for success in establishing a more representative workforce within CGS.

#### 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 as the primary vehicle to provide training programs for hamlet employees.

We will continue to directly support and expand community-based training for hamlet employees through the MTO in cooperation with Nunavut Arctic College.

CGS continues to work with Department of Education officials to identify graduating students for post-secondary studies in informatics with CGS funding and guidance and Nunavut Arctic College program delivery.

### **Connect our community**

CGS under the guidance of the principle Pijitsirniq-serving and providing for family and /or community will maintain the Governments vision that individuals and families will be active, healthy and happy. To ensure we maintain this commitment to Nunavummiut we have the following priorities:

4 million of additional O&M funding allocated in 2005 ensured municipalities had adequate core funding to deliver programs and services. GN has maintained this funding and since then has added additional 5.8 million to ensure municipalities are able to maintain expected service and programming.

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. We also provide assistance on project design and project management for capital construction.

### **Support community-based sustainable economies**

The goal that communities will be self-reliant based on Inuit societal values, with reduced dependence on government, remains important to CGS. Through the guiding principle of Pilimmaksarniq- working together for a common cause, the following priorities will assist communities in achieving self-reliance through economies:

We are continuing to implement the Nunavut Energy Management program within Government offices. One aspect of the program is to Conserve and reduce energy use through energy efficiency enhancements; this will create job opportunities, leading to reduced dependence on foreign oil, through reducing consumption.

Our cooperative work supporting Department of Justice on simplifying land review and registry will contribute to objectives of more home ownership and community –based sustainable economies.

We work closely with the Department of Economic Development and Transportation on the Nunavummi Nangminiaqtunik Ikajuuti (NNI) Policy and implement through our contracting procedures and documents. Implementing the NNI policy is intended to promote local and Nunavut businesses.

We produce the annual Report on contracting, leases and procurement for the NNI Committee.

### **Help those at Risk**

In continuing with the governments' commitment to ensure Nunavummiut have a much better standard of living for those most in need. CGS, under the guidance of the Inuit Societal value Inuuqatigiitsiarniq – respecting other, relationships and caring for people, is committed to the following:

Provide recommendations for project sponsors on project design and project management for capital construction related to the Departments of Health and Social Services and Justice, which will consider individuals with special needs who may be using the facility.

Under the authority of the Senior Citizen and Disabled Persons Property Tax Relief Act, may provide disabled persons' and senior citizens' in the Municipal Tax Area in Nunavut with property tax relief by reducing the municipal tax burden on the owner occupying the home. CGS works with the Department of Finance in implementing this policy

CGS is working with the Department of Education in providing special needs washrooms in school as well as physiotherapy rooms in identified schools in the territory.

## **INUIT EMPLOYMENT PLAN**

Article 23 of the *Nunavut Land Claims Agreement* (NLCA) grants a powerful mandate to the Government of Nunavut to work towards increased Inuit employment in the Territory's Government. Community and Government Services (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**

Although four job categories will see an increase in Inuit employment, the management and professional positions will remain below the 56% target. 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 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 Inuit Societal Values in the workplace, a focus on promoting staff training and development, and development of employee centered work plans that are designed to prioritize people first, and catering to the needs of an Inuit workforce should assist with this goal.

CGS is committed to identifying intern positions that qualify for support internally and under the Management Development Program that seeks to develop internship opportunities with support and funding by Department of Human Resources (DHR).

As a priority, CGS has created four positions as an internal Internship in our Head Quarters and regional offices and graduated four interns and one apprenticeship. The department is also participating with Career Trade Shows through Regional Chambers of Commerce travelling throughout Nunavut communities to promote jobs to Inuit Beneficiaries.

The department is also taking direct action to assist in addressing the need for more beneficiaries in technical and professional positions. A two year Co-op program was funded and created through Nunavut Arctic College to train beneficiaries for informatics positions. This program expired on March 31<sup>st</sup>, 2009. Senior Management made the commitment to extend the program for a further two years in efforts to improvement Inuit representation in the GN Informatics workforce as at the time of completion of the Business Plan there are 20 vacancies in Informatics across the territory. This initiative will see CGS fund the program with \$240,000 per year for the next two years. Funding was identified from person years within Informatics that could not be staffed. Eight to ten of the vacant positions within Informatics will be deemed to be Intern positions. During the interim, fifteen or more contractors will continue to assist Government Informatics to maintain operations.

Additionally, CGS will work with senior officials at Department of Human Resources to ensure meaningful employment opportunities on a full time casual basis for each students practicum; students will have to achieve a minimum acceptable grade point average of 60% overall each year. Upon successful completion of the program of studies, eight to ten of the certified students will be hired by CGS. Two student placements will be held for interested candidates from Gjoa Haven and Igloolik (a total of four students); upon successful completion one successful candidate will be hired in each Community (Gjoa Haven & Igloolik). CGS will work with Department of Education and High School Principals to identify candidates.

To complement the foregoing Inuit employment planning initiative CGS launched the Technical Professional Studies Scholarships to help to address priorities areas. The annual Technical Professional Studies Scholarship is provided to high achieving students studying in the field of engineering, informatics, community planning, business

studies, college programs of fire fighting, training and prevention and land administration for which there is ongoing need for accredited and trained staff. This is to encourage students to stay in school to completion. Informatics Planning and Services help to promote these programs by ensuring the policy is available on the GN website.

The Computer Award Program has been delivered for the past six (6) years and it is hoped that in conjunction with Department of Education officials and the foregoing programs the GN will see an early awareness of career opportunities and more meaningful improvements in Inuit and northern representation in Informatics Planning and Services.

We are also identifying opportunities for on-the-job training and mentoring of existing staff. We will also provide annual scholarships 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. This committee is responsible for the development of an internal training program for the department. This will be achieved by a prioritization of departmental needs in conjunction with training programs available. From there, funds will be identified to facilitate the development of training and course curriculums. The committee will report back through its members to each division to ensure course and curriculum development are consistent with departmental needs as well as GN practices and Article 23 of the Nunavut Land Claims Agreement.

## **ENVIRONMENTAL SCAN**

There are several unique social, political, physical and economic issues and conditions that influence the delivery of programs and services by the Department of Community and Government Services. Focus must be maintained on achievable priorities and not to attempt more than can realistically be accomplished annually with human resources, budget and time. Some of the major trends and patterns the department is responding to are described below.

### **Improvements and Ongoing Challenges for Municipalities**

The overall financial position of municipalities improved for the fifth year in a row, however, only six communities were responsible for the majority of this increase. Although there are many underlying reasons for a decline in overall position, including needed, budgeted and planned community-based expenditures, there are warning signs emerging in some cases that require close monitoring and ongoing evaluation.

The Operating (Core) Fund in twelve municipalities declined and the overall Operating Fund in eight municipalities was negative. This fund provides the most flexibility to municipalities in addressing challenges because the other three funds (Water/Sewer, Land and Reserves) are restricted to specific purposes. The communities facing the

most difficult challenges are those in the 600 – 1,000 population range where six of eight communities declined; continuing a trend that first appeared in 2006/2007. Water/Sewer Funds declined in fourteen municipalities as well as twelve Land Funds.

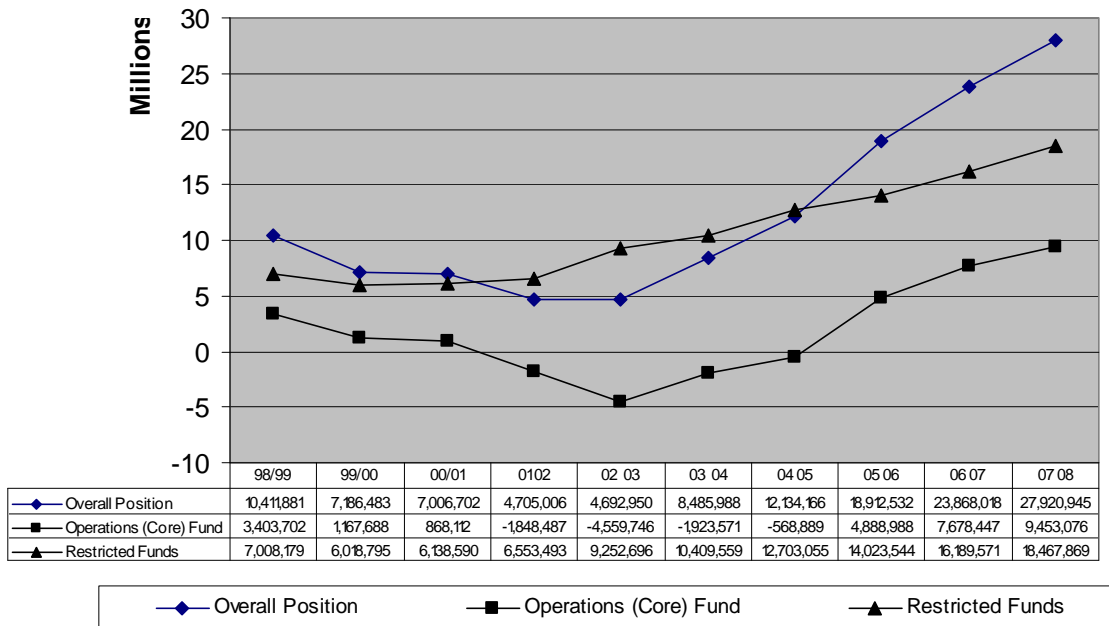
A continuing area of concern is collection of accounts receivable. The increase in accounts receivable outstanding at the end of the fiscal year grew for the second year in a row and approximately \$1.69 million in bad debts were recorded.

The preceding observations are of significant interest to stakeholders; it is noteworthy that only a few years ago CGS did not have had the capacity of such early identification, observation and monitoring.

These trends require ongoing monitoring, support, and as required investments in training; it should be noted that a majority of municipalities continue to have accumulated surpluses and only one municipality has an overall deficit.

Turnover in Hamlet senior management was very high during the fiscal year, which typically has an impact on financial results. Improving the capacity of long term staff retention and increasing the stability of senior staff will be key to reversing adverse trends.

**Figure 1 Municipal Funding & Financial Position**



## Nunavut Operating Environment - Statistical Profile of Municipalities

Municipality	Population- Statistics Canada 2006 Census	Mean Temp (°C) <sup>1</sup>		Roads (km)	Total Operating Expenditures (In millions) 07/08	Median Household Income (2005) <sup>2</sup>	Population Statistics	
		July	Jan.				0 to 19 years old 2006	Real Unemploye ment Rate (2001) <sup>3</sup>
Arctic Bay	690	H 7.4 L 2.5	H -26.1 L -32.1	7.3 (+32)	3.6	52,608	335	26.4
Arviat	2,060	H 14.9 L 5.9	H -28.3 L -35.5	20.65	6.4	45,184	1055	41.0
Baker Lake	1,728	H 16.7 L 6	H -28.7 L -35.8	22.16	6.8	41,344	815	25.5
Cambridge Bay	1,477	H 12.3 L 4.6	H -29.3 L -36.3	19.5	8.2	71,936	590	17.5
Cape Dorset	1,236	H 11.2 L 3.5	H -21.7 L -28.3	20.8	13.5	40,768	575	28.1
Chesterfield Inlet	332	H 14.9 L 5.9	H -28.3 L -35.5	12	3.5	50,048	150	29.3
Clyde River	820	H 8.2 L 0.6	H -24.2 L -31.9	8.5	3.6	46,464	395	26.7
Coral Harbour	769	H 13.9 L 4.6	H -25.8 L -34.1	21.8	4.1	35,456	400	19.3
Gjoa Haven	1,064	H 13.8 L 5.6	H -26.4 L -33.8	14	5.8	57,984	540	41.6
Grise Fiord	141	H 7.1 L 1.4	H -28.8 L -35.9	3.4	2.1	<sup>*4</sup>	70	19.6
Hall Beach	654	H 9.4 L 2.8	H -27.8 L -35.7	5.1	4.1	46,464	330	37.3
Igloolik	1,538	H 10.7 L 3.3	H -27.2 L -34.2	10.1	5.1	47,744	800	35.4
Iqaluit	6,184	H 11.6 L 3.7	H -22.5 L -30.6	23	22.6	89,088	2,065	9.8
Kimmirut	411	H 11.6 L 3.7	H -22.5 L -30.6	8.2	2.9	45,696	180	20.3
Kugaaruk	688	H 9.7 L 2.9	H -29.7 L -35.6	5	7.8	58,624	385	19.7
Kugluktuk	1,302	H 15.4 L 6	H -23.7 L -31.9	17	6.7	54,976	545	28.5
Pangnirtung	1,325	H 8.7 L 1.9	H -19.3 L -29.1	14.3	7.1	44,928	615	31.1
Pond Inlet	1,315	H 9.8 L 2.1	H -28.8 L -35.9	13	5.0	57,024	645	31.8
Qikiqtarjuaq	473	H 8.7 L 1.9	H -19.3 L -29.1	7.86	3.1	46,976	195	46.8
Rankin Inlet	2,358	H 14.9 L 5.9	H -28.3 L -35.5	23.44	5.7	73,344	1,030	16.2
Repulse Bay	748	H 9.7 L 2.9	H -29.7 L -35.6	10.8	4.7	40,576	385	32.3
Resolute Bay	229	H 7.1 L 1.4	H -28.8 L -35.9	15	3.6	<sup>*4</sup>	105	6.9
Sanikiluaq	744	<sup>*4</sup>	<sup>*4</sup>	9	3.8	43,520	370	41.5
Taloyoak	809	H 11.5 L 3.2	H -29.7 L -39.3	11	10.4	45,952	410	29.3
Whale Cove	353	H 14.9 L 5.9	H -28.3 L -35.5	13	3.3	41,088	185	25.0

1 Data presented is from Environment Canada's "Canadian Climate Normals 1971-2000". The High (H) is the Daily Maximum (°C) while the Low (L) is the Daily Minimum (°C).

2 The Median Household Income is the value for which one half (50%) of the observations will lie above that value and one half will lie below that value. (Source: Statistics Canada, 2006 Census of Population.)

3 Real Unemployment Rate is based on people who said that they have been "actively" looking for work PLUS those persons who said they hadn't been "actively" looking for work as there was no work in their community and/or skill set to look for. (Source: Government of Nunavut's Bureau of Statistics.)

4 Areas where the number of private households is less than 40, income data are suppressed. Mean temperature data is reported only as available.

## **Community Infrastructure**

CGS directly supports Tamapta goals and objectives through the building of physical infrastructure within Nunavut Communities. This investment in infrastructure is contributing to the building of our future. CGS directly enables and supports program delivery of all GN Departments and Agencies mandates through the provision of ongoing government support services upon completion of new facilities and infrastructure.

Much of the infrastructure currently under construction in the Territory is cost-shared with the Government of Canada through the Canada-Strategic Infrastructure Fund (CSIF), the Municipal Rural Infrastructure Fund (MRIF), the Gas Tax, and the Building Canada Fund (BCF).

Recently the Nunavut Community Infrastructure Advisory Committee (NCIAC) and Regional Office, community consultations took place; as a result, some new priority lists have been updated from Municipalities for infrastructure projects. Through pijitsirniq and the use of aajiiqatigiinni, CGS strives to ensure all project requirements are established from a municipal and regional perspective and incorporate local knowledge and input.

There are many challenges with arctic infrastructure development, the building season is not only short but, sea-lift access to communities is limited to a few weeks each year, climate change is impacting design suitability, and community-based business and labour in the Hamlets does not often meet peak demand needs. Other aspects of our unique geographic location and environment often impede the construction process and completing projects on a given specified schedule. The world economy has affected Nunavut with such issues as higher fuel prices, increased impacts on shipping, and premium costs for steel, as well over the past few years reduced bids on large tenders.

Rapid municipal growth is increasing the demand on municipal infrastructure and budgets. The addition of new infrastructure also, increases that demand as does 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 (tax base) to cope with such needs.

CGS has increased consolidation of detailed information to allow for improved decision making by officials through revisions to project substantiation briefs and overtime a software solution is being considered for further enhancements. Standardized business cases will be required for new projects, which include a cost-benefit analysis for each new project.

Additionally, efforts are being made to improve the quality of GN capital project estimates. CGS is currently updating the standards and criteria manual for community infrastructure to reflect today's realities and environment. Regional managers and engineers will work more closely with the communities in the planning phases to ensure

that needs critical to the community are identified early and included in the capital plan for consideration. Training workshops will be provided to regional staff as part of the implementation of these new planning procedures.

Given the GN reliance on fossil fuels and the volatility in the cost to purchase fuels over the last three years, it is important that new capital projects be planned and developed with an awareness of its energy consumption. During the design phase it would be desirable to use long-term cost-benefit analyses during the planning to determine the pay-back of proven technology (arctic reliable) energy-efficiency measures, and, where financially beneficial, incorporate these measures into the design. Additionally, cost-saving potential of using renewable energy natural sources such as wind and solar power should be examined using the same net cost-benefit analysis. The measures discussed are intended to enhance transparency, improve the reliability, and strengthen the overall capital planning and delivery process in future years.

## **Petroleum Products and Global Markets**

Fuel prices in Nunavut are dependent on the price of crude oil on world markets. Due to the record pricing volatility of crude oil on the world market, costs for the purchase of fuel for distribution in Nunavut increased dramatically in recent years. The Department is actively working on implementing changes to the procurement strategy for the 2009-10 bulk fuel re-supply.

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 driven retail pricing levels to the highest in Canada. With the recent economic downturn the price of petroleum products world-wide has plunged to more reasonable levels; in response to the favorable markets, PPD has taken needed unprecedented actions to accelerate the procurement and re-supply strategy for 2009-10 and consequently has been able to lower retail pricing across the territory.

## **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 adherence to the NNI policy. In addition, the limited number of contractors routinely bidding on GN contracts restricts the competitiveness of tender and request for proposal (RFP) processes. A significant challenge to procurement capacity is ongoing delivery of client department training; it has become apparent that there is a significant and ongoing need for investment in training of GN employees relative to managing inherent risks in contract administration; as well as an investment in training pertaining to basic, existing and established public sector procedures, policies, directives, manuals, and legislation.

The procurement section continues to evolve and improve the level of service to GN user departments. Policy initiatives and a new contract procedures manual, to provide direction document process, and set standards, were initiated; a Procurement Policy and a Contract Reporting Policy are being developed in the coming year to clarify roles and responsibilities, as well as establish expectations. The evolution includes the implementation of the noted policies as well as 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, annual reporting including the Lease Activity Report, Contract Activity Report and the Procurement Activity Report. Training of user departments on the Government of Nunavut Policies, Contracting Procedures, and 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 creating the MTO, training opportunities for municipal staff were not as well organized and were limited. This placed an increased burden on the Hamlet. The result was often a high turnover rate of staff, and the associated danger of inconsistent financial management and program delivery. The MTO directly contributes to improving the quality of life in Hamlets across Nunavut. The focus on community-based delivery of education and training continues to enhance municipal capacity.

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. The annual curriculum setting process involves development of a training plan through *aajiiqatigiinniq* with significant input from Government, Municipalities, and the Nunavut Association of Municipalities

In partnership with Nunavut Arctic College, the MTO is entering its fifth year of delivering the Municipal Government Certificate Program, 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. Training will continue to be the cornerstone of the Fire Protection Strategy. Increased attention will be on officer training, both in fire ground command but also building inspection. A review of the strategy and where its focus should be in coming years is currently under way.



## CORE BUSINESS

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

	Budget (\$000)			
	2008-09	2009-10	2010-11	2011-12
Advisory and Administrative Services	7,836	<b>8,808</b>	8,808	8,808
Community Support Services	6,673	<b>9,435</b>	9,435	9,435
Government Services	63,067	<b>67,985</b>	67,985	67,985
Municipal Transfer Payments	48,178	<b>51,979</b>	51,979	51,979
Protection Services	5,394	<b>5,510</b>	5,510	5,510
Capital Planning and Technical Services	24,140	<b>27,006</b>	27,006	27,006
Petroleum Products *	-	-	-	-
<b>TOTAL</b>	<b>155,288</b>	<b>170,723</b>	<b>170,723</b>	<b>170,723</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)	2008-09	2009-10	2010-11	2011-12
<b>Directorate</b>		1,423	<b>1,557</b>	1,557	1,557
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>		584	<b>648</b>	648	648
Provides policy and legislative support for the senior managers and Minister.					

<b>Corporate Services</b>	3,434	<b>3,804</b>	3,804	3,804
Provides financial management, accounting and administrative services for the department.				
<b>Regional Offices</b>	1,614	<b>2,047</b>	2,047	2,047
Coordinates program and service delivery to communities through regional offices.				
<b>Support Services</b>	781	<b>752</b>	752	752
Provides Human Resources services as well as providing internal procedural administrative services for the department.				
<b>Total, Advisory and Administrative Services</b>	<b>7,836</b>	<b>8,808</b>	<b>8,808</b>	<b>8,808</b>

### Priorities (2008-09)

- Continue the review of the Lotteries Regulations and set up a formal consultation plan with the stakeholders.  
*Status: Amendments to the Lottery Regulations are complete.*
- Undertake legislative review of the Conflict of Interest Act.  
*Status: Completed a review of the legislation and prepared a legislative proposal for consideration. The department will seek further direction on this item.*

### Priorities (2009-10)

- Set up a formal consultation plan with the stakeholders to propose delegation of lotteries to all municipalities under the Lottery Regulations.
- Develop a legislative proposal for Northern Employee Benefits Service Pension Plan Protection Act. The plan is not protected from creditors; potential financial difficulties of one or more members could jeopardize the entire plan.

## 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>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Community Development</b>		3,164	<b>3,470</b>	3,470	3,470
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>		1,120	<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>		3,039	<b>3,153</b>	3,153	3,153
Provides community planning, mapping, property assessments and land administration services. Support communities in developing Community Sustainability Plans.					
<b>Technical Professional Studies Program<sup>45</sup></b>			<b>80</b>	80	80
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>60</b>	60	60
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<sup>200</sup></b>			<b>850</b>	850	850
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>		270	<b>297</b>	297	297
Provides consumer protection services and lottery and business licensing.					
<b>Total, Community Support Services</b>		<b>8,283</b>	<b>9,435</b>	<b>9,435</b>	<b>9,435</b>

**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.

*Status: CGS is actively working with CLEY to determine how best to implement approved legislation. It is expected that CLEY, in conjunction with impacted GN Departments, will bring forward the implementation plan over the coming fiscal year; once approved CGS will undertake to implement the CGS component over the a timeframe such as required.*

- Work with our federal and territorial partners to identify infrastructure solutions for Nunavut's communities many infrastructure needs through existing infrastructure agreements.

*Status: Senior officials and elected officials have engaged the Government of Canada in numerous discussions on this priority and as a result we have completed negotiations on the Building Canada Fund, The Gas Tax agreement (extended) The Stimulus Fund and the Recreation Stimulus Fund. Implementing these programs will be a focus for several years.*

- Actively work with Government of Canada to advance Nunavut's Building Canada program.

*Status: The Building Canada Program has been signed and projects have been identified; projects are expected to proceed this fiscal year.*

### **Priorities (2009-10)**

- 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.
- In response to community expectations and needs, the department will introduce a new approach, a block funding program, to better meet Municipal Mobile Equipment needs in Nunavut's communities.

### **Government Services**

Centralized government services are provided to departments and agencies. The range of services includes property management, utilities management, contracts, procurement and records management. Informatics Planning and Services support accurate and secure data collection, storage, processing and retrieval using computers, networks and telecommunications services for all Government of Nunavut departments and agencies.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Telephone Systems (Voice and Video)</b>		4,542	<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>		14,962	<b>15,352</b>	15,352	15,352
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>Computer Award Program</b>					
<b>-Grant in Kind</b>		-	<b>25</b>	25	25
Supports student academic success in math and science and encourages students to pursue further academic studies leading to successful professional and technical careers in the knowledge based economy in Nunavut.					
<b>Informatics Cooperative Training Program</b>		-	<b>240</b>	240	240
To train beneficiaries, through a two year co-op program, for informatics positions in efforts to improve Inuit representation in the GN Informatics workforce.					
<b>Property Services</b>		11,744	<b>12,698</b>	12,698	12,698
Manages GN Office space, administers leases and is responsible for disposal of real property assets.					
<b>Utilities Management</b>		29,213	<b>32,213</b>	32,213	32,213
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.					
<b>Procurement, Contract Support, and Logistics Services</b>		2,243	<b>2,516</b>	2,516	2,516
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>		363	<b>399</b>	399	399
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 in Iqaluit, Rankin Inlet and Cambridge Bay.					
<b>Total, Government Services</b>		<b>63,067</b>	<b>67,985</b>	<b>67,985</b>	<b>67,985</b>

### **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.

*Status: A report on the implementation of the 5 year Telecommunications Strategy was completed. Informatics Planning and Services is working with Department of Finance to integrate the results of the report with the Strengthening Financial Management Initiative, and proceed with an implementation plan.*

- 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.

*Status: Public request for proposals have been issued for all expiring leases in accordance with the newly established Leasing of Real Commercial Property Policy. There have not been any sole source property leases since 2006.*

- 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.

*Status: Information Management Strategy is being developed. The Information Management Strategy will involve improving the way we manage information.*

- Complete updated office space standards suitable for consideration by Government.

*Status: GN office space standards are being developed. Anticipated completion will be during Fiscal Year 2009-10.*

- 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.

*Status: Logistics Services have initiated the planning phase and the request for proposals in efforts to provide Government policy options for consideration.*

- Complete needs assessment and planning document respecting commercial property requirements on a three year basis.

*Status: Office space needs assessments and space planning documents have been completed for the Department of Human Resources, the Department of CLEY, the Department of Economic Development & Transportation and the Department of Environment in Iqaluit. A preliminary office space needs assessment for the Department of Health & Social Services in Iqaluit has just been completed and is available for discussion purposes.*

### **Priorities (2009-10)**

- Undertake an open-market feasibility study which develops sealift re-supply policy options for Government consideration. To the extent possible, the report will document a community specific and territory-wide impact assessment as well as develop cost benefit analysis while considering relevant resupply factors. The open market feasibility review is to be finalized in year 4 (fiscal year 2009-10) of the current sealift contract.
- Develop an administrative policy on procurement authorities and activities which establishes roles and responsibilities.
- Complete revisions to the Contract Procedures Manual.
- Develop a detailed reference guide for general distribution to assist line department employees with basic administration of consulting and service contracts.
- Upgrade the wide area network, municipal area networks, and local area network services to enhance communications between GN offices in Nunavut communities. The initiative will largely be funded by the Government of Canada.
- Complete the GN's Business Continuity Strategy, which is comprised of an Informatics and Information Disaster Recovery Plan, with implementation planned to be completed during 2010-11.
- Continue the office space needs assessments and office planning in 2009-10 for GN.
- Initiate deferred maintenance in regard to identifying, qualifying and quantifying the deferred maintenance associated with GN buildings.
- Re-establish the RECAPP asset management application system for Property and Asset Management as this system facilitates comprehensive evaluation of current building conditions; this initiative will tie in closely with the identification and quantification of deferred maintenance of GN facilities.
- Complete updated office space standards suitable for consideration by Government.

### **Municipal Transfer Payments**

Direct financial support is provided to communities through various municipal transfer payments which assist with operation and maintenance in both tax-based and non-tax based communities. Support is also provided to transfer operations and maintenance responsibilities for various territorial government services and facilities to municipal governments.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Municipal Funding Policy</b>		34,381	<b>37,114</b>	37,114	37,114
Allocates core funding that assists community governments to deliver municipal programs and services.					
<b>Water and Sewage Funding Program</b>	6,300		<b>7,493</b>	7,493	7,493
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>		1,700	<b>2,533</b>	2,533	2,533
Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.					
<b>Community Transfer Initiative</b>		4,187	<b>3,339</b>	3,339	3,339
Funds the transfer of responsibilities, functions and resources from various GN departments to municipalities.					
<b>Mobile Equipment Block Funding</b>		-	<b>1,500</b>	1,500	1,500
Provide annual core funding to assist communities in mobile equipment lifecycle planning, procurement and maintenance. This program provides communities with annual funding so that communities can determine the equipment required and maintained to a high standard.					
<b>Total, Municipal Transfer Payments</b>		<b>46,568</b>	<b>51,979</b>	<b>51,979</b>	<b>51,979</b>

**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.

*Status: The three original pilot communities were not satisfied with the block funding terms and conditions implemented by the designated project sponsor; the participating communities decided that they no longer wanted to be involved. As a result of having no participating communities, the pilot project was cancelled.*

**Priorities (2009-10)**

- Implement new Canadian accounting standards for reporting capital assets on municipal financial statements. CGS will assist all municipalities to complete their asset listings and valuations in order to comply with the new accounting rules.



## 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)	2008-09	2009-10	2010-11	2011-12
<b>Emergency Management Organization</b> <sup>764</sup>			<b>852</b>	852	852
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>Emergency Search and Rescue</b>		-	<b>50</b>	50	50
To assist communities and qualified organizations through providing emergency search and rescue contribution funding.					
<b>Fire Equipment</b>		54	<b>0</b>	0	0
Ensures the provision of basic essential fire fighting equipment for municipal fire fighters in Nunavut.					
<b>Fire Marshal's Office</b>		1,113	<b>1,074</b>	1,074	1,074
Provides inspections and enforcement of the applicable fire prevention requirements found in various acts and regulations.					
<b>Fire Protection Strategy</b>		1,983	<b>2,000</b>	2,000	2,000
Provides for implementation of the Nunavut Fire Protection Strategy.					
<b>Inspection Services</b>		980	<b>1,034</b>	1,034	1,034
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>5,394</b>	<b>5,510</b>	<b>5,510</b>	<b>5,510</b>

### **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.  
*Status: Draft operating guidelines have been completed. They are to be reviewed and modified as needed in 2009 by the community fire departments for adoption.*
- Safety Services 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.  
*Status: Electrical, Elevators and Gas regulations have been developed and drafted in a format suitable for a public consultation in 2009.*
- 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.  
*Status: Meetings with the larger communities have been initiated. It has become apparent that with limited staff tasked to this initiative, the completion of all the communities risk assessment and development of emergency plans will be an on going task over many years.*

### **Priorities (2009-10)**

- Review and modify as needed, standardized operating guidelines for community fire departments.
- Conduct public consultations for the Electrical, elevators and gas regulations.
- Office of the Fire Marshal to complete a review of the Fire Prevention Strategy and make recommendations for the future direction of the strategy.
- Update all regulations and public consultations for the Technical Standards and Safety Act and associated regulations.
- Nunavut Emergency Management to deliver 5 table top exercises to communities, in addition will conduct Hazardous Risk Assessments and update emergency plans.

### **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>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Capital Program</b>		1,999	<b>2,014</b>	2,014	2,014
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>		2,754	<b>3,009</b>	3,009	3,009
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>		3,183	<b>3,271</b>	3,271	3,271
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>		16,204	<b>18,712</b>	18,712	18,712
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>24,140</b>	<b>27,006</b>	<b>27,006</b>	<b>27,006</b>

#### **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.  
*Status: Work on this initiative will be completed over the life of the contract. Nunavut's first Energy Services Multi-year Contract for the retrofit of existing buildings is being implemented. Installation of new equipment has begun and will continue for the next year.*
- Develop and implement a new Energy Code for retrofitting existing buildings that will ensure that they meet the 20% target for energy consumption reduction.

***Status:** An implementation plan for the new Energy Code has been developed. The implementation plan requires approval and involves the full enforcement of the National Building Code in Nunavut as a preliminary step. In the interim, we are reviewing related legislation and initiating public consultation.*

- Develop a “best practices section” for inclusion in the Good Building Practices Guideline and update the Guide to reflect today’s energy prices and Nunavut’s unique arctic environment.

***Status:** The Energy Section has integrated the best practices section into the Good Building Practices Guidelines. The upkeep of this section will be ongoing as technologies change.*

- 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.

***Status:** This initiative has been deferred; the initiative will be revisited at a later date. The initiative required a 3<sup>rd</sup> class stationary engineer with suitable training and coaching skills to be successfully implemented. In spite of significant efforts being made to hire a qualified 3<sup>rd</sup> class stationary engineer to anchor this initiative recruiting was unsuccessful and no candidate was hired.*

- Upgrade and implement MMOS program so that maintenance and utility data is collected and data base is developed for all GN buildings.

***Status:** Work continues on this initiative. There are systemic complicating challenges; including notably bandwidth.*

- 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.

***Status:** Feedback has been solicited from the private sector and client departments, including discussion on delivery methods such as design-build, construction management, repeat design, and simplified design. Discussion has also included approaches such as on site Clerk of the Works (clerk serves as the owner's on-site representative on a day to day basis) and other methods to better communicate with consultants and contractors.*

*Project Management and Delivery Guides and Guidelines have also been reviewed. The initiative is ongoing and will see guideline improvements become project management improvements in practice through continued in-services, training, management reviews, and staff performance measurements.*

- 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.

***Status:** The addition of 4 Project Officers and a Quantity Surveyor will serve to improve the GN Capital Project delivery process and address capacity issues within the department.*

- 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.

*Status: Efforts to stream-line territorial wide non-fixed assets have been discontinued as the scope of the work involved in controlling these assets is beyond the mandate of warehouse services located in Iqaluit. Electronic non-financial forms are awaiting approval; electronic financial forms is a separate phase of the overall streamlining process and is under review.*

### **Priorities (2009-10)**

- Deliver community based training for potable water, wastewater and solid waste management in Arviat, Baker Lake, Cambridge Bay and Gjoa Haven with the Municipal Training Organization (MTO). Upon completing these courses, Hamlet employees will be in a better position to meet guidelines established by the regulatory authorities for: source water protection (including Nunavut and Federal regulations and their guidelines), water disinfection, chemical handling safety procedures, system filters, pump and valve operations and maintenance, chemical and biological water testing, record keeping and administrative procedures.
- Complete feasibility report with Safety Services on the development of a full Building Inspection division.
- Develop an IT Energy Management Plan in conjunction with CGS Informatics and Planning Services.
- Develop a Historical Cost Database for Nunavut Capital Projects.
- Develop a Capital Project Management policy which sets out principles, authorities, roles, responsibilities, and expectations.
- Update or replace the GN Project Management manual.
- Undertake a review and revision of GN project management and project administration reporting tools in efforts to improve internal reporting within CGS and to improve regular project status reports to client departments.
- Upgrade, provide training, and implement Maintenance Management Operating System (MMOS) program so that maintenance and utility data is collected and a complete database is developed for all GN buildings.

## **Petroleum Products Revolving Fund**

Petroleum Products 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.

Petroleum Products 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.

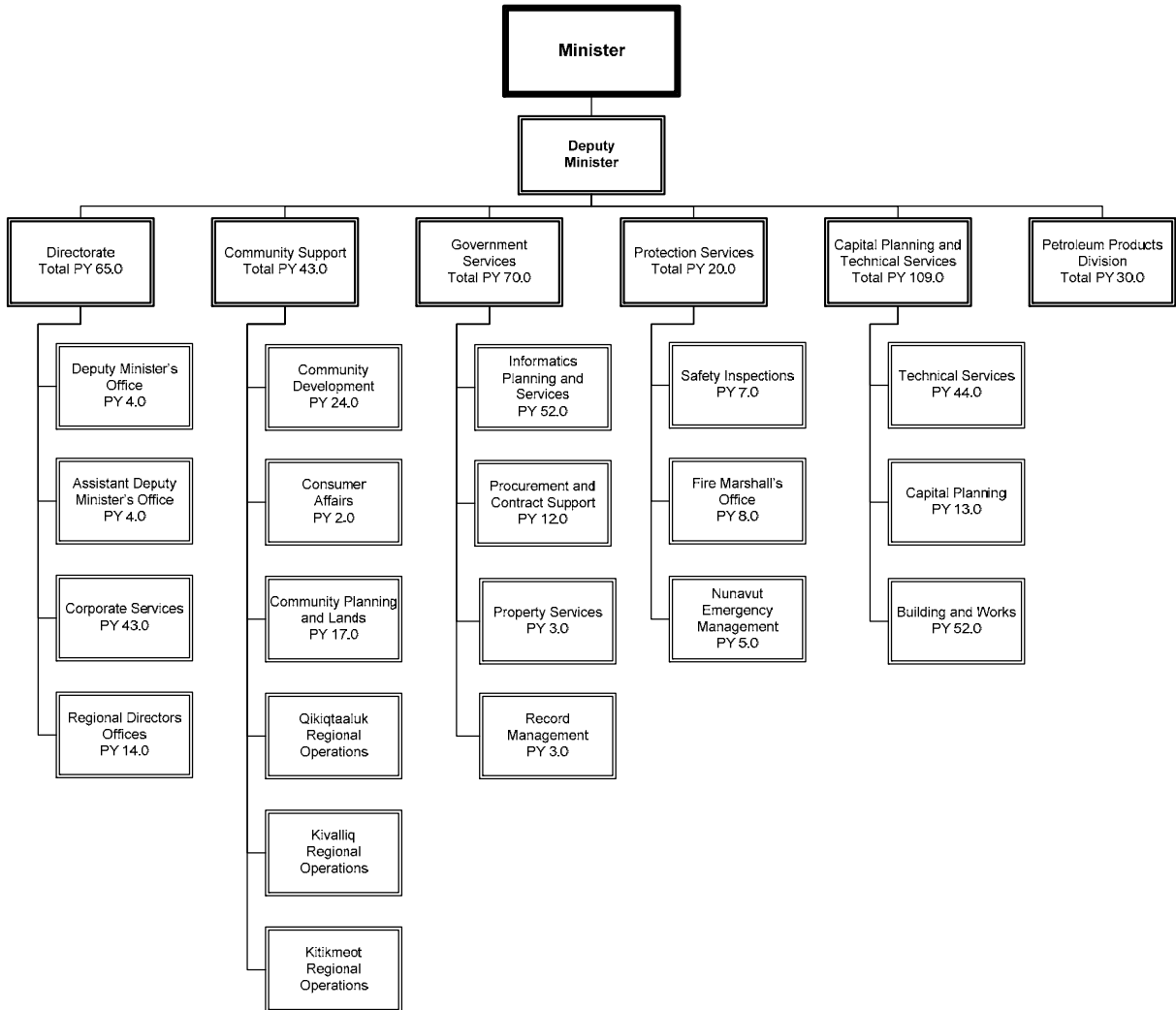
### **Priorities (2008-09)**

- Implement and complete the migration of Petroleum Products financial information system from existing system platform which is no longer to be supported by service provider to a Windows-based system.  
*Status: Work is ongoing on the migration of the system and interim measures will serve as a bridge until such time as a new system is internally created by Informatics Planning Services contracted service providers.*
- Assess with Albert Research Council (ARC) the gasoline specification for the eastern and central arctic to determine whether high octane levels specified are necessary.  
*Status: Due to staffing challenges at Petroleum Products and ARC, this project has been deferred.*

### **Priorities (2009-10)**

- Implement an advance early procurement and acquisition program for the 2009 bulk fuel re-supply.
- Develop an operational and acquisition strategy for petroleum products. The development of the 10 year strategic plan will include a review of the Petroleum Products program and service goals and objectives.
- Develop an implementation plan for the strategy; the plan will outline the activities required to meet the stated goals and objectives in short, medium and long term.

## Appendix I: Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	307.0
Vote 4/5 PYs	-
Revolving Fund PYs	30.0
<b>Total PYs</b>	<b>337.0</b>

## Appendix II: Financial Summary

Branch	2008 - 2009		2009 - 2010		2010 - 2011		2011 - 2012	
	Main Estimates		Main Estimates		Planned		Planned	
	\$0	PYs	\$0	PYs	\$0	PYs	\$0	PYs
<b>DIRECTORATE</b>								
Salary	6,451	63	7,433	65	7,433	65	7,433	65
Grants & Contributions	-		-		-		-	
Other O&M	1,385		1,375		1,375		1,375	
<b>Subtotal</b>	<b>7,836</b>		<b>8,808</b>		<b>8,808</b>		<b>8,808</b>	
<b>COMMUNITY SUPPORT AND OPERATIONS</b>								
Salary	4,598	45	5,055	43	5,055	43	5,055	43
Grants & Contributions	48,178		54,494		54,494		54,494	
Other O&M	2,075		1,865		1,865		1,865	
<b>Subtotal</b>	<b>54,851</b>		<b>61,414</b>		<b>61,414</b>		<b>61,414</b>	
<b>GOVERNMENT SERVICES</b>								
Salary	6,895	72	7,566	70	7,566	70	7,566	70
Grants & Contributions	66		265		265		265	
Other O&M	56,106		60,154		60,154		60,154	
<b>Subtotal</b>	<b>63,067</b>		<b>67,985</b>		<b>67,985</b>		<b>67,985</b>	
<b>PROTECTIVE SERVICES</b>								
Salary	2,132	21	2,252	20	2,252	20	2,252	20
Grants & Contributions	1,654		2,345		2,345		2,345	
Other O&M	1,608		913		913		913	
<b>Subtotal</b>	<b>5,394</b>		<b>5,510</b>		<b>5,510</b>		<b>5,510</b>	
<b>CAPITAL PLANNING AND TECHNICAL SERVICES</b>								
Salary	10,939	114	11,865	109	11,865	109	11,865	109
Grants & Contributions	-		-		-		-	
Other O&M	13,201		15,141		15,141		15,141	
<b>Subtotal</b>	<b>24,140</b>		<b>27,006</b>		<b>27,006</b>		<b>27,006</b>	
<b>PETROLEUM PRODUCTS</b>								
Salary	-	30	-	30	-	30	-	30
Grants & Contributions	-		-		-		-	
Other O&M	-		-		-		-	
<b>Subtotal</b>	<b>-</b>		<b>-</b>		<b>-</b>		<b>-</b>	
<b>TOTAL</b>	<b>155,288</b>	<b>345</b>	<b>170,723</b>	<b>337</b>	<b>170,723</b>	<b>337</b>	<b>170,723</b>	<b>337</b>



## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As of December 31, 2008		Target for 2009-2010	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>333</b>		<b>337</b>	
Total Filled Positions	260	78%	266	79%
Total Vacancies	73	22%	71	21%
Total Beneficiaries	115	44%	136	51%
<b>Total Executive Positions</b>	<b>3</b>		<b>3</b>	
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	1	33%	1	33%
<b>Total Senior Management Positions</b>	<b>16</b>		<b>15</b>	
Total Filled Senior Management Positions	16	100%	15	100%
Total Vacant Senior Management Positions	0	0%	0	0%
Total Beneficiaries in Senior Management Positions	7	44%	7	47%
<b>Total Middle Management Positions</b>	<b>51</b>		<b>51</b>	
Total Filled Middle Management Positions	44	86%	45	88%
Total Vacant Middle Management Positions	7	14%	6	12%
Total Beneficiaries in Middle Management Positions	8	18%	9	20%
<b>Total Professional Positions</b>	<b>68</b>		<b>70</b>	
Total Filled Professional Positions	47	69%	48	69%
Total Vacant Professional Positions	21	31%	22	31%
Total Beneficiaries in Professional Positions	10	21%	18	38%
<b>Total Paraprofessional Positions</b>	<b>159</b>		<b>161</b>	
Total Filled Paraprofessional Positions	119	75%	120	75%
Total Vacant Paraprofessional Positions	40	25%	41	25%
Total Beneficiaries in Paraprofessional Positions	61	51%	71	59%
<b>Total Administrative Support Positions</b>	<b>36</b>		<b>37</b>	
Total Filled Administrative Support Positions	31	86%	35	95%
Total Vacant Administrative Support Positions	5	14%	2	5%
Total Beneficiaries in Administrative Support Positions	28	90%	30	86%

**Department of  
Economic Development  
and Transportation**

**Business  
Plan**

***2009-2010***

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## **INTRODUCTION**

Economic growth and development is key to the alleviation of poverty and the fulfillment of the expectations of Nunavut's young and rapidly growing population. Our ability to provide the services, create opportunities and to support diverse economies in the territory depends on the expansion of Nunavut's economic base, and continued investment in physical infrastructure.

The ideal economy for Nunavut and its people is one that is diversified, creates wealth in a variety of economic sectors, and which supports our heritage, traditions, and distinctive way of life as guided by Inuit societal values. Incoming wealth and investment must reaffirm the traditional way of life rather than subverting it. The department recognizes the need to accommodate southern methods to support economic growth in the territory. It works to adapt these methods to fit the unique developmental context that exists in Nunavut. Above all, the department works to ensure that economic development is linked to the maximum level of local involvement. All Nunavummiut must be permitted to participate in the opportunities that arise from Nunavut's vast natural wealth, from the beauty of the land, and from the creativity of her people.

The department provides support to specific industrial sectors of the economy in an effort to create a balanced and resilient local economy that will be the foundation for future economic growth. The department takes an active role in promoting and supporting mining, oil and gas related activities, tourism, commercial harvesting, and the cultural industries. The department is committed to helping build capacity in Nunavut communities through organizational development, 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 systems and infrastructure is essential for sustainable economic growth in Nunavut. Necessities such as fuel and the majority of food and clothing come into the territory via water or air. Other consumer goods and the materials required for the construction of local infrastructure must also be shipped into the territory. Local business owners require access to reliable and efficient means for transporting goods and services to successfully operate their businesses. 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 will offer significant economic benefits. The construction of community access roads, territorial roadways, and improved air and water transportation infrastructure enables the development of fisheries, mineral, and oil and gas resources, as well as tourism opportunities – all with the potential to provide significant economic benefits to Nunavut. Without an efficient transportation system, development costs will be high, and the growth of these economic opportunities will be slowed.

Presently, employment opportunities for educated Inuit exist within the territory. As the local economy continues to grow and other sectors such as mining and oil and gas gain importance, many more opportunities for educated Inuit, who are able to move easily between communities via a safe and reliable transportation system, will arise.

The delivery of medical services in Nunavut is dependent on the transportation system. The great distances between communities in the territory, and from regional centres to major urban centres in southern Canada, separate Nunavummiut from the specialized medical care they may need. It is vital that Nunavut's transportation system is able to meet this need and that the system does not put additional strain on people-in-care and their families. 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, geographically and socially. Beyond the obvious benefits of improved access to goods and services a reliable transportation system allows for a strengthening of social networks within the territory, which is essential to maintaining and enhancing the identity of Nunavut and ensuring that all people in the territory can contribute to the decisions that will determine the nature and pace 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**

We believe that we will succeed in fulfilling our departmental mandate when we act according to the following principles and values:

- Transparency and accountability to Nunavummiut.
- Inuit societal values guide 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.

## **STRATEGIC COMMITMENT TO TAMAPTA/CL<sup>CC</sup>: BUILDING OUR FUTURE TOGETHER**

### **Inuit societal values**

The department is integrating Inuit societal values in the workplace. The department's Inuit Societal Values *Isumaksaqsuqtit* Working Group provides advice and makes recommendations on the consistency of our work with Inuit societal values and on 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.

### **Aligning our Mission to the Vision of *Tamapta***

The department has taken a broad view of economic development. In the *Nunavut Economic Outlook*, first published in 2001, we adopted a framework for economic development in which the goal is "a high and sustainable quality of life" for all Nunavummiut; this goal was reaffirmed in the *Nunavut Economic Development Strategy*, published in 2003. The achievement of this goal depends on improved incomes and the generation of wealth, but not on these factors alone. There must also be improved social performance and a healthy natural environment before we can claim to have reached our goal.

Our mission entails a commitment to working with others to attain our goals, to helping people, and to ensuring the physical means exist for the widest range of economic activity. In this work we are guided by the principles that people come first, that we must work in partnership, that our self-reliance depends on strong communities, that we must respect the land, and that Inuit societal values guide the way.

Our mission and guiding principles contribute to the attainment of the vision of the government articulated in *Tamapta/CL<sup>CC</sup>: Building our future together* "that for generations to come Nunavut is a wonderful place to live with a wide range of opportunities and a variety of economies." Our priorities for action within this mission will contribute to ensuring Nunavummiut can meet their basic needs. The department can help to maintain an economic environment which provides diverse opportunities for people to pursue sustainable livelihoods, and we can provide a safe and efficient transportation system to link people to each other in communities, and to economic opportunities throughout our territory.

The department contributes to all of the government's priorities for the period 2009-2013, but acts most directly to ensure the government achieves the following *Tamapta* commitments:



## **Improve education and training outcomes**

The department recognizes that Nunavummiut cannot be full participants in the development of the Nunavut economy without education and training.

As a result, the department is committed to ensuring that education and training is available for Nunavummiut wanting to work in a wide range of economic sectors.

The department supports training for participation in the mineral exploration and mining industry through support for the activities of the Mine Training Roundtable, and the *Nunavut Prospectors Program*. The department also offers annual Math and Science Awards to high school students.

The department continues to offer support and guidance to the Nunavut Fisheries Training Consortium. This support ensures Nunavummiut receive the training they need to work offshore on fishing vessels and the skills they need to navigate in our waters. In addition, the department provides financial support through its contribution programs for the delivery by the Consortium of the Small Vessel Operator training program. This helps ensure the safety of outfitting operations.

In both the Roundtable and in the Consortium, the department is partnering with Inuit organizations, the federal government and the private sector. Partners within the government include the Department of Education, Nunavut Arctic College, and in the Consortium, the Department of Environment.

The department will continue to support the Department of Education and Nunavut Arctic College in the development of a mine training facility in Nunavut.

Municipalities receive support from the department to provide training for Community Economic Development Officers and other hamlet employees to support capacity building for economic development projects. The department partners with the Department of Community and Government Services and the Nunavut Association of Municipal Administrators. Through this partnership, the department provides annual funding to the Municipal Training Organization to deliver some of this training. The department also funds the Nunavut Economic Developers Association to support training initiatives for Community Economic Development Officers.

The department provides annual financial support to the Municipal Training Organization to ensure ongoing training for airport maintainers.

The department will focus on improving uptake of training funds and business development resources that are available to the private sector through programs like the *Small Business Support Program* and the *Strategic Investments Program*. The department will improve tracking systems for monitoring trainee needs and outcomes of skills development initiatives.

For our cultural industries, the department provides funding support for the training activities of the Nunavut Film Development Corporation, and includes training as an eligible activity for financial support in the new *Arts & Crafts Development Program*. The department also provides support through its contribution programs for the training initiatives of the Ajjit Nunavut New Media Association.

The department will focus on supporting the Department of Education and Nunavut Arctic College to develop appropriate trades and pre-trades training programs.

The department will work to ensure that the specific training needs of each community can be met by the Government of Nunavut.

### **Increase support for culture and the arts**

The department is the lead for the implementation of *Sanaugait: a strategy for growth in Nunavut's arts and crafts sector*, and has created the *Arts & Crafts Development Program* to provide financial support for the implementation of this strategy.

Departmental staff are responsible for working directly with artists, their organizations and Community Economic Development Officers to identify their needs and to help them access program funding. The department also has staff responsible for advising on the development of the traditional economy upon which Nunavut's culture is based.

The department will work with Nunavut Arctic College and the Department of Education to develop an augmented arts skills curriculum. Furthermore, the department will collaborate with the Department of Culture, Language, Elders, and Youth to share information about artists' needs and effective program delivery to this sector.

The department provides support to artists through the *Nunavut Film, Television and New Media Development Program*, which is delivered on the government's behalf by a partner organization, the Nunavut Film Development Corporation (to which annual operating funding is also provided). Executive and Intergovernmental Affairs, Finance and Culture, Language Elders and Youth partner with the department in providing oversight to this program.

The department will work with organizations like the Nunavut Arts & Crafts Association (for which annual operating funding is provided), and individuals in the arts sector to help implement *Sanaugait*. Other partners include the Inuit Art Foundation and Indian and Northern Affairs Canada. The department will work with Nunavut Tunngavik Inc., Regional Inuit Organizations and other agencies to collaborate on efforts to develop the traditional economy and arts sectors.

### **Support community-based, sustainable economies**

The department is leading the implementation of the *Nunavut Economic Development Strategy*. The strategy calls for community-based and community driven economic development. The department is also contributing to the development of sustainable economies by maintaining and improving transportation infrastructure upon which all of our communities depend.

The *Nunavut Economic Development Strategy*, in its strategic priorities, emphasizes the relationship of communities to the land. The department will work with its partners in the Nunavut Economic Forum to implement these priorities, and with the departments of Culture, Language Elders and Youth, Education, Community & Government Services, and Environment, and with territorial corporations – Qulliq Energy Corporation, Nunavut Business Credit Corporation and the Nunavut Development Corporation.

The department is the lead for implementing *Parnautit: the Nunavut Mineral Exploration and Mining Strategy* which aims to create the conditions for a strong and sustainable minerals

industry that contributes to a high and sustainable quality of life for all Nunavummiut. “Community benefits” is one of the strategies four principal “pillars,” or goals.

The department supports community-based economies by providing each community with funding to develop a community economic development plan and to hire a Community Economic Development Officer who is responsible for coordinating the implementation of the plan.

The department will review our programs to identify any opportunities to improve our presence in the communities, and will reconsider implementation of the Community Economic Development Policy Framework in order to strengthen the government’s partnership with communities.

The department will continue to improve Nunavut’s airports, harbours and community access roads, and it will work with our smaller communities to identify solutions to the high costs of air travel.

The department will continue its work with the Nunavut Broadband Development Corporation and will support the implementation of the *Infrastructure II* project to ensure that Nunavummiut maintain links to each other and to the world through high-speed internet access.

The department will work with Nunavut Tunngavik Inc., Regional Inuit Organizations and other agencies to support community-based, sustainable economies.



The department has important roles to play in the achievement of other *Tamapta* priorities but has chosen to focus on education and training, culture and the arts, and community economies because of their close relationship to our current mandate. Nevertheless, we will contribute to the other priorities, most notably “Reduce Poverty” and “Enhance our recognition in Canada and the world,” which also are related to our work to support economic development and transportation.

The department works to reduce poverty by trying to create the conditions for economic growth and opportunities for employment in Nunavut and by maintaining efficient physical and economic infrastructure.

The department works to increase Nunavut’s national and international profile by supporting our partners in the tourism, film, and export development sectors.

The department, in partnership with the Nunavut Development Corporation and Nunavut Tourism, and the Departments of Culture, Language, Elders and Youth and Executive and Intergovernmental Affairs, will help coordinate Nunavut’s participation in the 2010 Olympic and Paralympic Winter Games. The department works in close partnership with its counterparts in the Yukon Territorial Government and the Government of the Northwest Territories in this endeavour.

# INUIT EMPLOYMENT PLAN

## Departmental Inuit Employment Goal

The Department of Economic Development & Transportation is committed to achieving the goals of:

- 55 percent Inuit employment by the 2009-2010 fiscal year-end; and
- 85 percent Inuit employment across all employment categories by the 2020 fiscal year-end.

In 2009-2010, the department intends to increase the overall percentage of Inuit employed by 3 percent, an increase of 12 employees. This will give the department an overall 55 percent Inuit employment rate.

During this planning period the department will increase the number of Inuit in all areas other than the “Professional” category. However, we will still experience a shortfall in the “Professional” and “Management” categories. These areas are very reliant on specialized expertise that has been historically difficult for Inuit candidates to attain without the availability of Nunavut training facilities or workplace experience opportunities.

We are optimistic that with the training templates and programs in place, the establishment and implementation of the Human Resource Strategy for Inuit Employment and the development of the Trades and Apprenticeship training school, the longer-term goals of the department will be met.

## Government-wide Inuit Employment Initiatives

The department participates in government-wide activities designed to promote Inuit employment, including:

- Participation in the *Sivuliqtiksat* Internship Program. The department provides training and support to three interns in Kugluktuk, Gjoa Haven and Arviat;
- The recruitment of students through the Summer Student Employment Equity Program to provide valuable work experience to youth for future employment. Eight beneficiary summer students were employed by the department in summer 2008 in the areas of Office Administration, Finance and Motor Vehicles;
- Continuing encouragement and support for Inuit employee training through courses offered by the Department of Human Resources. Areas of training completed by Inuit employees in 2008-2009 included Financial Management Studies, Communications Training, Records Management, Inuktitut Keyboarding, Working in Teams, Cultural Industries Certificate Program, Learning Plan Development, and Marketing & Promotion; and,
- Encouraging employees to attend Cultural Orientation sessions offered by the Department of Human Resources.

## **Departmental Inuit Employment Initiatives**

The department views Inuit employment as a comprehensive process, rather than as a series of distinct and disconnected initiatives. The Inuit Employment Plan for the department seeks to:

- Stimulate pre-employment interest in the department through promotions, participation in job and trade fairs, and summer employment programs;
- Eliminate barriers to Inuit recruitment, selection, retention and advancement;
- Create and maintain a stimulating and culturally-appropriate workplace; and,
- Provide resources to ensure that training, mentorship, and educational programs and materials are available to support Inuit advancement.

Some of the department's initiatives and activities in this comprehensive process are:

- The successful appointment of 11 Nunavut Land Claims Agreement beneficiaries during the 2008-2009 fiscal year;
- Mentoring and training beneficiaries through casual employment opportunities. The department is currently training 11 beneficiaries through employment in vacant, but funded, positions with the goal of providing the necessary skills required to have these candidates successfully recruited to their positions through the competitive process;
- Encouragement and support for specialized employee training in addition to the courses offered by the Department of Human Resources, such as training on airport safety management systems provided by Transport Canada;
- Ensuring that there is an Inuit language speaker on screening and hiring panels;
- Securing the assistance of Canadian Executive Service Organization volunteers to mentor Inuit Senior Managers;
- Establishment of the Economic Development & Transportation Inuit Societal Values *Isumaksaqsuiqtit* Working Group to advise on the application of Inuit societal values in the workplace; and,
- Organizing regular Inuit culture and Inuktitut language activities and initiatives such as Inuit cultural excursion days, displaying Inuit societal values-themed posters throughout the workplace, distributing language-tips emails, and celebrating monthly cultural themes, to foster an environment which respects Inuit language and culture.

## **ENVIRONMENTAL SCAN**

### **Economic Growth and Development**

Nunavut's economic development depends on the wise and sustainable use of its significant human and natural resource potential. Nunavut encompasses a vast area spanning almost two million square kilometres, covering 20 percent of Canada's land mass and including 40 percent of Canada's coastline. Canada's sovereignty in the Arctic, and the country's future economic security, depend on our land and careful management of its resources.

Nunavut's economic traditions are based on harvesting. Nunavummiut continue to maintain strong ties to the land, applying 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 cultural industries, with emerging opportunities in energy and digital media. Each growth sector in Nunavut is a vital component of Canada's economy and an opportunity for Nunavummiut to benefit from economic development.

Nunavummiut need to be in a position to participate in all aspects of economic growth in the territory. To obtain the maximum benefits of economic development Nunavut residents must have the education and the required skills. 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 Nunavummiut. 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 ongoing development of sophisticated transportation and communications systems, including the expansion of broadband networks, Nunavummiut can participate in a global economy while maintaining strong and healthy communities.

### **Economic Growth and Transportation**

The presence of adequate 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. As technology advances and the regulatory environment becomes more complex for this mode of transportation, and as fuel prices rise, economic growth is challenged.

Nunavut is dependent on the importation of goods; the majority of food products come from outside of the territory. Consumer goods such as furniture, electronics, appliances and household goods are all shipped into the territory. Building materials for residential units, businesses, schools, hospitals and government offices all need to be brought into Nunavut.

Health care and education and training also rely heavily on transportation. Often patients need long-distance transport to reach physicians and specialized care. Likewise, many students need to travel extensively to pursue higher education. The extent and reliability of the transportation

system thus has a direct impact on the quality of life of Nunavummiut, on their well-being and life satisfaction.

As the capacity of the local workforce grows to meet the labour requirements of a developing economy, the transportation of people becomes increasingly important. Many individuals who currently work for government, in the medical professions, in education, and other important sectors, are not native to Nunavut. The effectiveness of local transportation systems will have an impact on Nunavut's ability to attract the skilled workers we need. 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 recruiting and retaining the skilled workers required to ensure continued economic growth and development.

A reliable and efficient transportation system has positive impacts on economic investment. Companies and individuals are more likely to pursue economic development where there is a transportation system 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 efficiently.

Continued development of the Nunavut transportation system also 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 with a thriving arts and crafts sector – including a growing film sector – that is recognized throughout the world. Improved transportation systems will allow local artists and businesses more opportunities for partnerships and greater access to markets outside of Nunavut.

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 the highest quality of service.

### **Community Economic Development**

Community economic development is a community-based approach to the planning and development of sustainable economies. 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, partnerships and innovation.

Community-based development provides for the identification of community strengths and weaknesses, particular growth opportunities and community specific needs. Thus, economic development becomes a tool for strengthening community, for fostering social inclusion, and for reducing dependency on government assistance.

### ***Nunavummi Nangminiaqtunik 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 territorial corporations 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 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.

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.

### **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. It plays a key role in enhancing Nunavut's reputation in Canada and in the world. Tourism depends on promotion and marketing, the development of appropriate standards and regulations, and infrastructure and product development.

Tourism will be impacted by the global recession, but increased federal investment in the sector and the promotion of the territory in connection with the 2010 Olympic and Paralympic Winter Games, will reduce its effect.

### **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, and each sector provides important economic opportunities for the territory.



### **Cultural Industries**

For more than 50 years Inuit cultural activities, and above all, Inuit stories, have formed the basis for viable economic activity and helped create sustainable livelihoods for families. From soapstone carvings to the production of feature films, Inuit knowledge is applied in many artistic media today, for which there is a ready market. Making art contributes to the development of pride in culture, self-esteem and even healing. It promotes learning and entrepreneurship. The products of our cultural industries are known world-wide, and contribute to the success of other economic sectors, such as tourism.

### **Mineral Exploration and Mining 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 2007, mineral exploration investment in Nunavut was \$338 million (a record high), with an additional \$186 million spent on new mine development. As a result of the financial crisis in 2008, mineral exploration expenditures declined to less than \$300 million, and expenditures are projected to decline again in 2009 as the economic downturn continues. However, expenditures on new mine development rose to \$519 million in 2008, largely due to the construction of the Meadowbank gold mine, expected to open on schedule in 2010.

The global recession and collapse in commodity prices will have a significant impact on Nunavut's mineral exploration and mining sector, particularly among the junior mining companies involved in mineral exploration. Many smaller exploration projects will be inactive in 2009. The Meadowbank and Hope Bay gold projects, however, are not expected to be affected and, in fact, may benefit from the lower fuel and construction costs and recent increases in the price of gold. The long-term impact of the recession will be limited, and within the next ten years there may be as many as six mines operating in Nunavut, employing up to 3,000 people.

### **Petroleum Exploration and Development**

Nunavut has world-class petroleum potential. Current estimates place the petroleum potential of the Sverdrup basin alone as equal to about 11 percent of Canada's total crude oil resources and 20 percent 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 locations, 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 from the federal government to the territorial government 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 are 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. High transportation costs must be reduced while services are improved.

### **Airport Improvements**

Air transportation is the only year-round means to access neighbouring 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. While these improvements produce better air services, they drive airport operational costs upward.

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 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.

### **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.

To succeed, our development activities depend on funding support from other government sources and private agencies.

## 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 eight lines of core business:

	Budget (\$000)			
	2008-09	2009-10	2010-11	2011-12
Corporate Management	7,833	<b>10,652</b>	9,806	9,806
Community Economic Development	12,336	<b>10,002</b>	9,577	9,577
Minerals and Petroleum Resources	3,102	<b>2,888</b>	2,888	2,888
Transportation Policy and Planning	1,015	<b>1,748</b>	1,748	1,748
Motor Vehicles	1,938	<b>2,078</b>	2,078	2,078
Nunavut Airports	12,625	<b>12,269</b>	12,269	12,269
Iqaluit Airports	4,172	<b>4,248</b>	4,248	4,248
Community Operations	9,918	<b>10,170</b>	10,170	10,170
<b>TOTAL</b>	<b>52,839</b>	<b>54,055</b>	<b>52,784</b>	<b>52,784</b>

### Corporate Management

Corporate Management provides central leadership and direction to the department. This program area monitors progress in the department on key government priorities, including implementation of *Tamapta/CLC: Building our Future Together 2009 - 2013*, Inuit societal values, and the Inuit Employment Plan. Corporate Management provides:

- 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 government on economic development and transportation issues that affect Nunavut, and on the attainment of the Government of Nunavut's *Tamapta* priorities.
- To harmonize departmental strategies, programs, and projects with Government of Nunavut wide strategies and objectives.
- To gather the information and undertake the research required to make informed policy decisions.

- To collaborate with organizations and other levels of government working on economic development in Nunavut.
- 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 training and development opportunities and 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.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Directorate</b>		1,336	<b>3,365</b>	1,719	1,719
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>Tamapta/CL<sup>C</sup>: Building our Future Together</i> , Inuit societal values and other Government of Nunavut strategies. In 2009-2010, the directorate is supporting the government's participation in activities associated with the 2010 Olympic and Paralympic Winter Games.					
<b>Finance and Administration</b>		1,327	<b>1,574</b>	1,574	1,574
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>		859	<b>947</b>	947	947
Policy, Planning, and Communications division undertakes policy development, provides planning support and advice, and effective internal and external communications for the department.					
<b>Nunavummi Nangminiaqtunik Ikajuuti (NNI) Secretariat</b>		673	<b>728</b>	728	728
The NNI Secretariat is responsible for the facilitation, coordination and implementation of the NNI policy and is the chief advocate for this policy in the Government of Nunavut. The goal of the NNI policy is to ensure and promote long-term economic development in Nunavut by maximizing the participation of Nunavut residents, with the focus on Inuit, both in the general workforce and on government funded projects.					
<b>Nunavut 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 Development Corporation</b>	3,188	<b>3,188</b>	3,188	3,188
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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 Strategic Opportunities Fund</b>	-	<b>400</b>	1,200	1,200
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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, Corporate Management</b>	<b>7,833</b>	<b>10,652</b>	<b>9,806</b>	<b>9,806</b>
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#### 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.  
**Status:** *In December of 2008 planning sessions for the Comprehensive Review were held with the selected consultants. The public consultation process is underway, with a completed review projected for the spring of 2009. The NNI website is being linked to a new contracting authority website that will meet the needs of contracting authorities, Nunavut businesses and the NNI Secretariat. The NNI Secretariat is engaging in a strategy to improve the implementation, monitoring and enforcement of the NNI Policy through training, public education and workshops for the public and private sectors subject to the NNI Policy.*
- Strengthen the relationship with crown agencies and program partner organizations (including Community Futures development corporations), through improvements to regulations, policies, and reporting requirements.  
**Status:** *New operational procedures and governance manuals have been prepared for the Nunavut Business Credit Corporation, including content on the corporation's relationship to the department; a study of Business Development Centres has been completed, and the department is currently working on implementation of the study's recommendations.*
- 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.  
**Status:** *A staff financial workshop was held in March 2009 and a new process for administering contribution agreements has been instituted.*
- 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.  
**Status:** *Staff have been involved in the establishment of the Socio-Economic Assessment Committee that is responsible for incorporating government-wide priorities into the guidelines for socio-economic assessment committee. A working draft of the guidelines is in preparation.*

**Priorities (2009-10)**

- Improve the relationship between the Nunavut business community and the NNI Secretariat by providing training to staff, the Review Committee and the Contracting Appeals Board, to guarantee quality service for Nunavummiut.
- Implement the recommendations of the Business Development Centre assessment.
- Complete cross-functional program process mapping for all departmental grant and contribution programs, revise the department’s Operational Guidelines and Administrative Procedures, and ensure these processes are understood and applied by staff.
- Prepare a revised *Film, Television and New Media Development Program* policy in cooperation with the industry and the Nunavut Film Development Corporation, and review and revise the *Strategic Investments Program* and *Policy on Program Partnerships* policies and guidelines.
- Research and adapt best practices in citizen engagement and apply to departmental communications and consultation processes on legislation, sector strategies, and socio-economic monitoring committees.
- Establish an effective framework for assessing and monitoring major development projects including completion of guidelines for socio-economic impact statements and ongoing support for the operation of socio-economic monitoring committees.

**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, tourism, investment, broadband, research and innovation, arts and crafts, and the traditional economy.
- To develop, lead and coordinate implementation of community and economic development programs and strategies.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Division Operations</b>		1,886	<b>2,052</b>	2,052	2,052

The 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>Arts &amp; Crafts Development program</b>	425	<b>425</b>	-	-
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The Arts & Crafts Development program supports the development of the arts & crafts in Nunavut through the implementation of *Sanaugait: A Strategy for Growth in Nunavut's Arts and Crafts Sector* and the carving stone supply action plan.

**Community Economic Development**

<b>Officer Training</b>	150	<b>150</b>	150	150
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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
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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.

**Nunavut Broadband**

<b>Development Corporation</b>	200	<b>200</b>	200	200
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The Nunavut Broadband Development Corporation is provided core funding to support affordable public access to high-speed internet services in all Nunavut communities.

**Nunavut Economic**

<b>Developers Association</b>	100	<b>100</b>	100	100
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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
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Funding for the Nunavut Economic Forum is cost shared with Nunavut Tunngavik Inc. and Indian and Northern Affairs Canada, to support coordination of the implementation of the *Nunavut Economic Development Strategy*.

**Nunavut Film, Television, and**

<b>New Media Program</b>	650	<b>650</b>	650	650
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The Nunavut Film, Television, and New Media program supports the growth and development of Nunavut's film, television and new media industry. Funding allows for the operation of a film office to promote Nunavut as a destination for film production and to develop opportunities for Nunavummiut to work in film, television and new media, and for the provision of financial support for film, television and new media productions.

<b>Small Community Initiatives Program</b>	2,500	-	-	-
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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.

<b>Strategic Investments Program</b>	4,000	<b>4,000</b>	4,000	4,000
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The Strategic Investments program supports the implementation of the economic development priorities identified in *Tamapta/CLC: Building our Future Together*, and the *Nunavut Economic Development Strategy*. The program contributes to business expansion and provides support for economic development projects sponsored by municipalities and non-governmental organizations. Funding may be used to complement the federal Strategic Investments in Northern Economic Development program to ensure Nunavut's economic development priorities receive the appropriate level of financial support.

<b>Tourism Development Program</b>	2,175	<b>2,175</b>	2,175	2,175
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This program supports the development of the tourism industry in Nunavut through support for tourism industry associations, marketing, research, training, and product development.

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<b>Total, Community Economic Development</b>	<b>12,336</b>	<b>10,002</b>	<b>9,577</b>	<b>9,577</b>
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**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.  
**Status:** *An e-commerce discussion paper has been circulated for review within the department. The paper identifies sectors of the Nunavut economy that can most benefit from adopting e-commerce and outlines the next steps to take to facilitate the use of e-commerce by Nunavut businesses and artists.*
  
- 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.  
**Status:** *Completed a review of the tourism industry that assessed the status of tourism and recommended strategic and legislative changes. Based on this review the department has decided to defer amendments to the Travel and Tourism Act until an updated Nunavut Tourism Strategy has been drafted. The 2008 Visitor Exit Survey has been completed and the results have been presented to the Tourism Task Force.*
  
- 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.  
**Status:** *Produced and published the Nunavut Investment Opportunities profiles which have been distributed internationally through Canadian embassies and consulates. With the funding support of Indian and Northern Affairs Canada an inventory of viable investment opportunities in the fisheries, tourism cold weather testing and housing sectors in Nunavut was developed. Also developed investment profiles with pro forma financial details for three community businesses identified in the inventory, and supported projects of the Association Des Francophones du Nunavut to implement the Tourism Memorandum of Understanding with France.*



- 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 Olympic and Paralympic Winter Games.

**Status:** *The Arts and Crafts Development Program was launched in January 2009 and is a major component in the implementation of both the Arts and Crafts Strategy and the Carving Stone Action Plan. The development, testing and preparation of the Nunavut Brand for Arts and Crafts is complete and will be released to the public in the new fiscal year.*

*Community Economic Development division has supported the Nunavut Development Corporation with the sale of Inuksuit at the 2010 Olympic and Paralympic Winter Games. and continues to look into other ways to expand sales of cultural products at the Games.*

### **Priorities (2009-10)**

- Market Nunavut's tourism and arts & crafts sectors, and promote the territory as a place for investment and to live and work in, using the 2010 Olympic and Paralympic Winter Games as a marketing opportunity.
- Initiate the development of a new tourism strategy for Nunavut.
- Implement the Growing Forward Bilateral Agreement, which is supporting the territory's commercial harvesters, hunters and producers.
- Release and promote the new Nunavut Arts and Crafts brand and partner the Nunavut brand with the Department of Indian and Northern Affairs Canada's Igloo Tag.
- Identify new markets for seal skins.
- Promote and facilitate use of e-commerce by Nunavut's small businesses and artists to market and sell their goods and services to outside markets.
- Complete a scoping study on the traditional harvesting economy that can be the basis for a sector strategy.

## **Minerals and Petroleum Resources**

Minerals and Petroleum Resources 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**

- To 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.

- To 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.
- To 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.
- To 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.
- To perform strategic analyses of issues and conditions required to stimulate petroleum development, and consolidate all relevant existing data on Nunavut petroleum exploration.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Division Operations</b>		2,732	<b>2,068</b>	2,068	2,068
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>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>Nunavut Geoscience Program</b>		0	<b>450</b>	450	450
This program involves a partnership between the Geological Survey of Canada, Indian Affairs and Northern Development Canada, 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>Nunavut Mine Training Program</b>		200	<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>		50	<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>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>Total, Minerals and Petroleum Resources</b>	<b>3,102</b>	<b>2,888</b>	<b>2,888</b>	<b>2,888</b>

#### 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).  
**Status:** *The workshop is delayed pending a response from Indian and Northern Affairs Canada and Nunavut Tunngavik Incorporated on co-hosting.*
- Renew the Canada-Nunavut Geoscience Office agreement (Action 3-1).  
**Status:** *The agreement was renewed for five years beginning April 2008.*
- Host a workshop on petroleum resource development.  
**Status:** *A successful petroleum resource development workshop was hosted by the division November 3-5, 2008.*

#### Priorities (2009-10)

- Implementation of Mine Training Fund Policy, and the Mine Training Roundtable.
- Initiate the development of a Nunavut Petroleum Exploration and Discovery Overview report.
- Development of industry guidelines for community consultation.,
- Renewal and expansion of the Nunavut Prospector Assistance and Development program.

### Transportation Policy and Planning

Transportation Policy and Planning is responsible for planning roads, marine and air infrastructure development for Nunavut. To achieve this end, the division develops long and short term plans and strategies for Nunavut's transportation system, including advocating for Nunavut's unique needs in federal government transportation policy activities and securing an ongoing funding agreement with the federal government for infrastructure. The division is directly responsible for several federally-funded programs including overseeing the Canadian Coast Guard Remote Re-supply Sites Memorandum of Understanding. The division also works with communities and transportation users to plan for transportation related infrastructure.

#### Objectives

- To ensure the safe and efficient movement of people and goods in and out of Nunavut and also within the territory.
- To implement the recommendations of the Nunavut Transportation Strategy.

- To work with the federal government to advance projects to improve roads, airports and small craft harbours.
- To help ensure the participation of Nunavummiut in the development of the economy by promoting the construction of infrastructure that provides access to resources and contributes to the development of social capital and human resource development.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Transportation Policy and Planning</b>		1,015	1,748	1,748	1,748
This program area develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure.					
<b>Total, Transportation Policy and Planning</b>		<b>1,015</b>	<b>1,748</b>	<b>1,748</b>	<b>1,748</b>

#### Priorities (2008-09)

- Work with federal counterparts to implement the recommendations of the *Small Craft Harbours Report*.  
**Status:** *The Pangnirtung Harbour has received funding from the federal government. Transportation Policy and Planning is working with the federal departments of Fisheries and Oceans and Public Works and Government Services Canada to ensure that the final design meets the needs of the community prior to tendering. The department will continue its effort to have the remaining harbours constructed.*
- 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:** *Progress on this issue has been delayed; department officials will attempt to set up a meeting with the International Air Transport Association and Transport Canada to explore funding options.*
- Encourage and assist in the development of the Bathurst Inlet Port and Road Project.  
**Status:** *One of the core users of the road and port has withdrawn its support for the project, as have some other operators. The department will stay involved with the remaining partners, but advancement of the project may be delayed.*
- Expand consultation on the Manitoba-Nunavut highway to include economic benefit analysis. Initiate environmental impact studies.  
**Status:** *The economic benefit analysis is underway, with completion anticipated in May 2009. A route selection and feasibility study for the Rankin Inlet-Chesterfield Inlet-Baker Lake corridor will be initiated following receipt of the economic benefit analysis. All stages of the project include environmental impact phases.*

#### Priorities (2009-10)

- Release the *Nunavut Transportation Strategy* and prepare a plan for the implementation of its recommendations.

- Continue work on the Bathurst Inlet Port & Road or an alternative to improve re-supply options in the Kitikmeot.
- Conduct consultations with Transport Canada to review Iqaluit's long-term marine facility needs.
- Complete the next phase of studies for the Nunavut-Manitoba Road.
- Continue efforts to have the recommendations of the Nunavut Small Craft Harbours Report implemented.

## Motor Vehicles

The safety of passengers and pedestrians on our roads is the first priority of the Motor Vehicles division. Motor Vehicles provides services and programs to ensure established motor vehicle regulations and safety requirements are promoted to road users and enforced as required. The division administers all aspects of driver licensing and vehicle registrations and maintains statistics for accident reporting. The division also works with and assists Agencies working in most Nunavut communities to ensure the services of Motor Vehicles are available throughout the Territory. The division delivers a basic vehicle inspection program and promotes road safety to ensure the safety of all road users.

### Objectives

- To ensure that established Nunavut motor vehicle regulations and safety codes are up to date and enforced.
- To conduct driver testing, issue driver licenses, vehicle registration, and Nunavut General Identification Cards.
- To promote road safety awareness to reduce accidents and fatalities.
- To cooperate with provincial and territorial jurisdictions to ensure reciprocal recognition of Nunavut Drivers Licenses as defined in the Canadian Drivers Licence Agreement.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Motor Vehicles</b>		1,938	<b>2,078</b>	2,078	2,078
Ensure 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>Total, Motor Vehicles</b>		<b>1,938</b>	<b>2,078</b>	<b>2,078</b>	<b>2,078</b>

### Priorities (2008-09)

- Conclude public consultations on proposed amendments to the *Motor Vehicles Act*.  
**Status:** *The department's plan to undertake consultations has been postponed and approval will be sought to reschedule public meetings in 2009. The original schedule conflicted with the dates of the territorial election.*

**Priorities (2009-10)**

- Relocate the Motor Vehicles office in Iqaluit to increase its capacity to deal with rapidly-growing demand for its services.
- Continue supporting staff and motor vehicle issuing agents on the new Secure Image Management System.
- Develop and implement the Nunavut Motor Vehicle Inspection Program.
- Undertake a public engagement program to support the amendment and implementation of the *Motor Vehicles Act*.

**Nunavut Airports**

Nunavut Airports is responsible for the operation and maintenance of the 24 Arctic A, B, and C Airports outside Iqaluit. The division ensures that facilities and Community Aerodrome Radio Stations (CARS) are in regulatory compliance and that staff and equipment meet or exceed federal standards. This involves a close working relationship with Transport Canada, NAV CANADA, and the community governments and contractors who provide services to operate and maintain the airports and CARS, as well as with the consultants and contractors needed to deliver construction projects.

**Objectives**

- Undertake facility planning, airport construction and rehabilitation projects, in compliance with the regulatory and design standards for airports as directed by federal statutes.
- Ensure safe airport services and facilities are available to all residents of Nunavut by maintaining federal airport certification.
- Provide for efficient movement of goods by ensuring adequate airport facilities for scheduled air service to each community.
- Provide aviation weather and flight information to the airlines through CARS.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Nunavut Airports</b>		12,625	<b>12,269</b>	12,269	12,269
This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.					
<b>Total, Nunavut Airports</b>		<b>12,625</b>	<b>12,269</b>	<b>12,269</b>	<b>12,269</b>

**Priorities (2008-09)**

- Complete construction of the Arctic Bay Airport.  
**Status:** *Civil and electrical works are expected to be complete in the fall of 2008. The Air Terminal Building was tendered and work on the Air Terminal Building continued throughout the winter of 2008-2009.*

- Implement major Airports Capital Assistance Project funded runway projects in Taloyoak and Rankin Inlet.

**Status:** *The Rankin Inlet project has been tendered. Bids came in much higher than the budget. Additional funding to cover the shortfall is expected to come from the Building Canada Fund. Engineering for the Taloyoak project is complete, and the project is ready to tender; current estimates to complete the work are also much higher than the budget.*

#### Priorities (2009-10)

- Decommission Nanisivik Airport; commission Arctic Bay Airport.
- Complete Taloyoak Surface and Electrical Projects.
- Conduct a runway needs assessment to determine optimum runway length for each community.
- Develop standards and criteria to ensure that airport equipment and structures reflect the needs of communities and the system as a whole.
- Implement Safety Management Systems (SMS).

### Iqaluit International Airport

Iqaluit Airport serves a vital role supporting air transportation in Nunavut, trans-Atlantic air navigation, polar routes and North American Air Defence. The airport is an operational base for specialized activities such as medical evacuations, aerial surveillance, cold weather testing and military activity. The airport is of strategic importance to Canada and to international civil and military aviation.

#### Objectives

- To ensure safe, efficient and effective management and operation of the Iqaluit Airport in accordance with the Aeronautics Act, the Canadian Aviation Regulations and the Canadian Aviation Security Regulations.
- To maintain designation as a National Airport System facility and international alternate use airport.

Programs	Budget (\$000)	2008-09	2009-10	2010-11	2011-12
<b>Iqaluit International Airport</b>		4,172	<b>4,248</b>	4,248	4,248
This program area ensures the safe, reliable, efficient and effective operation of Iqaluit International Airport.					
<b>Total, Iqaluit International Airports</b>		<b>4,172</b>	<b>4,248</b>	<b>4,248</b>	<b>4,248</b>

**Priorities (2008-09)**

- Implement the recommendations of the Iqaluit International Airport Master Plan.

**Status:** *Phase I, involving the re-opening of Taxiway A and rehabilitation of Apron I, is complete. Phase II, involving moving some terminal and cargo operations to Apron I, was completed in the winter of 2009. To alleviate peak hour congestion on Apron I an apron management plan was instituted whereby turboprop aircraft passengers are loaded and unloaded at off-terminal gates and transported by a passenger transfer vehicle to the terminal building.*

**Priorities (2009-10)**

- Implement Safety Management Systems (SMS);
- Correct apron safety issues at Iqaluit International Airport; and
- Begin Phase III of relocating terminal operations at Iqaluit International Airport.

**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.
- 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.
- To contribute to economic development by supporting 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>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Community Operations</b>		3,307	<b>3,659</b>	3,659	3,659

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</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>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, training, and advocacy.				
<b>Small Business Support</b>	823	<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>9,818</b>	<b>10,170</b>	<b>10,170</b>	<b>10,170</b>

#### **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.  
**Status:** *The Community Operations offices are providing individuals and entrepreneurs with Small Business Support Program funding assistance to develop or expand mining-related businesses and training initiatives. Additional program funding support for community and regional training and infrastructure development projects that support mining and exploration is also being provided under the Small Communities Initiatives Program, Strategic Investments Program and other departmental programs.*
- Support the establishment of socio-economic monitoring committees for major development projects in each region.  
**Status:** *Meetings have been held in the Kivalliq and Qikiqtaaluk regions; a Kitikmeot meeting is planned for the 2009-2010 fiscal year.*
- Assist in the implementation of the department's approved sector strategies for mineral exploration and mining, arts and crafts, transportation.

**Status:** *Regional staff are participating in various sector-specific strategy implementation committees. The Community Operations offices are facilitating funding applications from communities, businesses and other development organizations that directly relate to the implementation of sector-specific strategies. Regional staff are assisting communities in linking their community-specific community economic development plans to sector-specific strategies.*

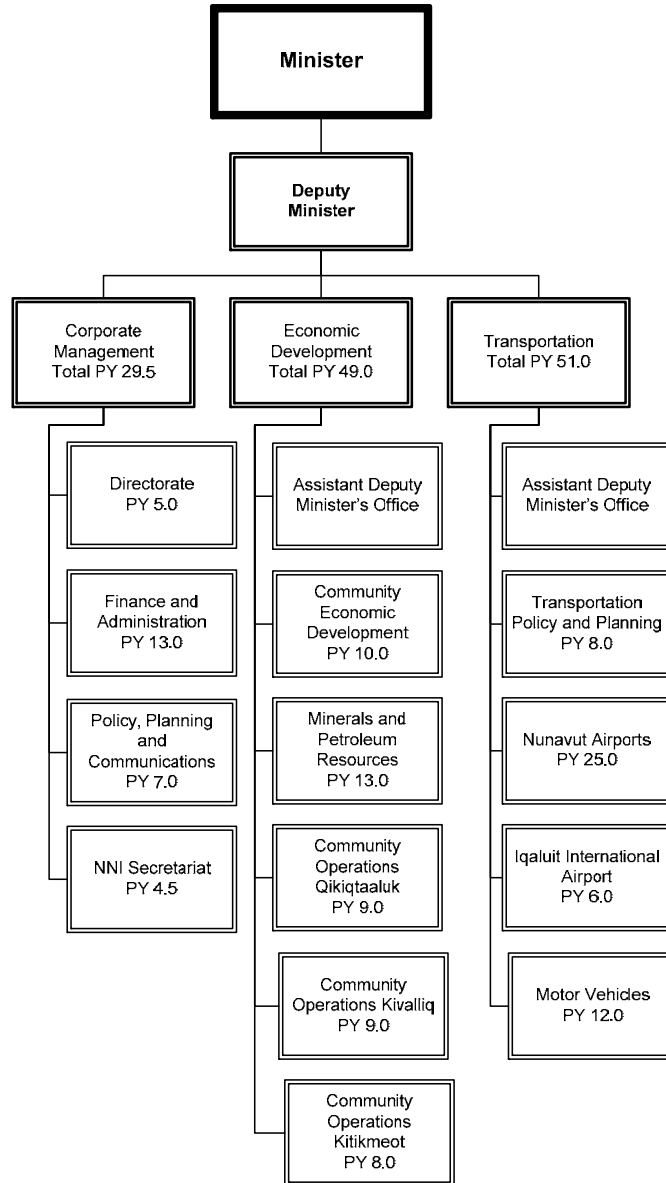
- Support the role of municipal government in community economic development planning, particularly in response to regional resource development initiatives.

**Status:** *The Community Operations offices are providing communities with presentations, materials and planning support to update and implement community economic development plans and assisting communities in implementing priority projects identified in local community economic development plans.*

**Priorities (2009-10)**

- Support the socio-economic monitoring committees for major development projects in each region.
- Assist in the development of a Nunavut Tourism Strategy, particularly by articulating community and regional perspectives and supporting the department's community engagement activities.
- Undertake an assessment of government-owned visitor's centres to determine priorities for physical improvements.
- Conduct a survey to identify community economic infrastructure needs.

## Appendix I: Accounting Structure Chart



Person Years (PYs)	Total
Vote 1 PYs	124.5
Vote 4/5 PYs	5.0
Revolving Fund PYs	–
<b>TOTAL PYs</b>	<b>129.5</b>

## Appendix II: Financial Summary

Branch	2008-09		2009-10		2010-11		2011-12	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PY	\$000	PY	\$000	PY	\$000	PY
<b>CORPORATE MANAGEMENT</b>								
Salary	3,197	29.5	3,525	29.5	3,525	29.5	3,525	29.5
Grants & Contributions	3,638		3,638		3,638		3,638	
Other O & M	998		3,489		2,643		2,643	
<b>Subtotal</b>	<b>7,833</b>		<b>10,652</b>		<b>9,806</b>		<b>9,806</b>	
<b>ECONOMIC DEVELOPMENT</b>								
Salary	5,866	53.5	6,083	49.0	6,083	49.0	6,083	49.0
Grants & Contributions	21,218		15,281		14,856		14,856	
Other O & M	2,859		1,696		1,696		1,696	
<b>Subtotal</b>	<b>29,393</b>		<b>23,060</b>		<b>22,635</b>		<b>22,635</b>	
<b>TRANSPORTATION</b>								
Salary	4,689	51.0	5,282	51.0	5,282	51.0	5,282	51.0
Grants & Contributions	–		–		–		–	
Other O & M	15,061		15,061		15,061		15,061	
<b>Subtotal</b>	<b>19,750</b>		<b>20,343</b>		<b>20,343</b>		<b>20,343</b>	
<b>TOTAL</b>	<b>52,839</b>	<b>134.0</b>	<b>54,055</b>	<b>129.5</b>	<b>52,784</b>	<b>129.5</b>	<b>52,784</b>	<b>129.5</b>

## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As of December 31, 2008		Target for 2009/2010	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>129.5</b>	<b>100</b>	<b>129.5</b>	<b>100</b>
Total Filled Positions	97	75	113	87
Total Vacancies	32.5	25	16.5	13
Total Beneficiaries	50	52	62	55
<b>Total Executive Positions</b>	<b>3</b>	<b>100</b>	<b>3</b>	<b>100</b>
Total Filled Executive Positions	3	100	2	67
Total Vacant Executive Positions	0	0	1	33
Total Beneficiaries in Executive Positions	2	67	2	100
<b>Total Senior Management Positions</b>	<b>12</b>	<b>100</b>	<b>12</b>	<b>100</b>
Total Filled Senior Management Positions	11	92	12	100
Total Vacant	1	8	0	0
Total Beneficiaries in Senior Management Positions	4	36	5	42
<b>Total Middle Management Positions</b>	<b>20.5</b>	<b>100</b>	<b>20.5</b>	<b>100</b>
Total Filled Middle Management Positions	15	73	17	83
Total Vacant Middle Management Positions	5.5	27	3.5	17
Total Beneficiaries in Middle Management Positions	5	33	6	35
<b>Total Professional Positions</b>	<b>21</b>	<b>100</b>	<b>21</b>	<b>100</b>
Total Filled Professional Positions	16	76	18	86
Total Vacant Professional Positions	5	24	3	14
Total Beneficiaries in Professional Positions	6	38	6	33
<b>Total Paraprofessional Positions</b>	<b>52</b>	<b>100</b>	<b>52</b>	<b>100</b>
Total Filled Paraprofessional Positions	38	73	48	92
Total Vacant Paraprofessional Positions	14	27	4	8
Total Beneficiaries in Paraprofessional Positions	19	50	27	56
<b>Total Administrative Support Positions</b>	<b>21</b>	<b>100</b>	<b>21</b>	<b>100</b>
Total Filled Administrative Support Positions	14	67	16	76
Total Vacant Administrative Support Positions	7	33	5	24
Total Beneficiaries in Admin. Support Positions	14	100	16	100

**Nunavut  
Housing  
Corporation**

**Business  
Plan**

*2009-2010*

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## **INTRODUCTION**

The Nunavut Housing Corporation (NHC) is a public agency of the Government of Nunavut (GN), created through the Nunavut Legislature by the *Nunavut Housing Corporation Act*. As such an agency, the NHC is at arm's-length from the GN, and its operating boundaries are set out in Part IX of the *Financial Administration Act*, the section specifically devoted to public agencies.

The NHC reports to the Legislative Assembly of Nunavut, Executive Council, and to Nunavummiut through its President and the responsible Minister. This approach allows the Minister to maximize the effectiveness of the Corporation for the present and future benefits of Nunavummiut.

The advantages of being a stand-alone corporation include:

- The ability to enter into funding partnerships independently, principally with the Canada Mortgage and Housing Corporation (CMHC), outside of the GN's financial structure. This means that Nunavut's transfer payments from the federal government are not affected by the funding the NHC receives.
- The ability to carry over funds from one year to the next, ensuring funds from all sources designated for housing initiatives remain dedicated to housing solutions.
- The stewardship of funds appropriated for Capital and Operating and Maintenance, which gives the NHC full authority for the delivery of housing initiatives.
- The creation of an entity that is focused specifically on meeting housing challenges within Nunavut and providing housing solutions using a one-window approach.

### **Our Mission**

*To provide opportunities for all residents of Nunavut to have homes that support a healthy, secure, independent and dignified lifestyle through working with our communities to allow them to assume the role of providing housing to Nunavummiut.*

### **Our Vision**

*To ensure families and individuals in Nunavut have access to a range of affordable housing options.*

## **Principles and Values**

The Nunavut Housing Corporation believes in and strives for:

- Placing “human capital”—its employees, Local Housing Organization (LHO) partners, tenants and clients—first when looking at housing solutions for Nunavummiut.
- Recognizing the contribution that NHC and LHO staff make towards housing in Nunavut and providing them with the proper work environment and tools required to maximize that contribution.
- Making a positive impact on the quality and affordability of housing.
- Providing quality advice, assistance and support to LHOs, to other client organizations and agencies, and to individuals.
- Providing quality property management services for Nunavut’s Public and Staff Housing programs.
- Ensuring housing services and supports are provided in an equitable manner.
- Applying Inuit societal values in NHC decision-making.
- Building good relationships with other governments, agencies, departments, and both community and Aboriginal organizations.

## **STRATEGIC LINK TO *TAMAPTA***

Through the provision of housing, the NHC is working to build a brighter future for Nunavummiut. However, we must recognize that achieving our vision requires direction, cooperation and dedication. As such, the NHC is committed to working with the Government of Nunavut, communities, and Nunavummiut in the provision of affordable housing options. By continuing to improve the accessibility, affordability and suitability of housing throughout the territory, the NHC embraces the philosophy of *Tamapta/CL<sup>CC</sup>: Building our future together*.

As Nunavut celebrates its tenth anniversary, the NHC will continue to review its current business practices, with the overall goal of supporting the viability of our communities through housing.

The NHC is a service-oriented crown corporation. Most of our work takes place at the community level, with a great deal of community input. This history of grassroots involvement helps to give NHC clients confidence in the NHC’s programs and services.

The NHC’s five offices strive to include Inuit societal values in their daily business, and to assess their practices on an ongoing basis to see if there are better ways to

integrate local knowledge. This approach will be continued in 2009-10 as NHC staff work to meet Nunavut's housing challenges.

The NHC is committed to delivering its programs in close cooperation with our community partners, the LHOs. The Corporation recognizes that the LHOs play an invaluable role in the continued effort to provide affordable housing options to Nunavummiut. In 2009-10, the NHC will renew our commitment to our community partners through increased support and training efforts.

We will continue to collect feedback from local people, compare notes with staff, and use the resulting information to plan improvements that will make housing programs more culturally appropriate and better suited to the northern climate. *Aajiiqatigiinni*, or the principal of decision making through discussion and consensus, remains central to the NHC's efforts to design housing-related programming that meets the needs of Nunavummiut.

Throughout 2009-10, NHC programming will continue to be assessed by senior management, as well as policy and program staff so as to evaluate the NHC's ability to respond to the needs of communities, of families and of individuals. *Pijitsirniq* – serving and providing for family and/or community – must be the guiding principal when allocating new housing funding, developing and/or enhancing homeownership services, and in the daily delivery of NHC programs.

Managing the final year of the Nunavut Housing Trust and the new \$100 million dollars of federal funding for housing over two years will take hard work and innovation on behalf of the NHC staff and community partners. It is recognized that housing constructed under these initiatives must be guided by the principal of *Qanuqtuuriq*, so as to develop innovative and resourceful responses that will ensure the greatest impact of housing resources.

In 2009-10, the NHC will continue to work hard to meet the housing needs of Nunavut's most vulnerable citizens. This includes those who are experiencing poverty: low-income seniors, families and individuals who require assistance in accessing affordable housing.

*Tamapta* provides the NHC with clear direction to work collaboratively with those who have an invested interest in housing, and will guide the NHC in providing innovative housing solutions throughout 2009-10 and beyond.

## **Connect our community**

Since the implementation of the Nunavut Housing Trust in 2006, the NHC has concentrated on constructing housing units in communities throughout the territory. As NHT construction draws to a close, it is time to reinvest in supporting the day-to-day delivery of housing in our communities.

The Local Housing Organizations play an invaluable role in working with the NHC to deliver housing. Each of the 25 LHOs across Nunavut has a Housing Board that makes decisions on behalf of the community according to the management agreements with the NHC. Each Board has 7-9 members, many of whom are elders. Board Members bring their knowledge, expertise, and wisdom when decision making is required for allocations, the designs of houses and the future of the overall production. Their input directly affects the successful delivery of public housing units to Nunavummiut.

In 2009-10, the NHC will renew our commitment to our community partners. A key component of this work will be increasing the training and supporting documentation available to the LHO Housing Boards. Strengthening the communication between the LHOs, the NHC District Offices, and the NHC Headquarters and Directorate is an ongoing activity. We will also work with LHOs to enhance their ability to manage, store and secure their inventories. Through these activities, the NHC will emphasize the following core business activities:

Offering education, training and support to Local Housing Organizations (LHOs) in the areas of administration, finance, program delivery, and technical construction techniques and procedures.

Improving the supports available to the LHOs and to the Housing Boards is a cost-effective way to address issues raised in the Report of the Office of the Auditor General in regards to the consistent application of housing policies. Throughout 2009-10, the NHC will collaborate with our community partners in all aspects of housing delivery, allocation and maintenance of existing units.

### **Increase housing options**

Planning for and implementing the delivery of the \$100 million in federal funding for housing for 2009-2011 will be an important activity for the NHC throughout 2009-10. The NHC will work closely with the Department of Community and Government Services to develop the land required to construct new public housing units in all 25 of Nunavut's communities. Furthermore, the NHC will explore the possibility of delivering a greater variety of housing types from 2009 to 2011. Meeting the housing needs of families is recognized as a priority for this new phase of housing delivery, particularly as many of Nunavut's young families are expected to grow throughout the upcoming years.

The NHC will work with its district offices and with the LHOs to ensure the timely delivery of additional public housing units, all the while completing units currently under construction under the NHT.

Continued construction in Nunavut's communities beyond the NHT will ensure that apprentices currently working on NHT job sites will have uninterrupted employment opportunities. Recognizing that housing is an important economic

generator at the local level and that training is a long-term investment, the NHC remains committed to furthering the skills of labourers and apprentices. Ongoing collaboration between the NHC, Nunavut Arctic College, and the Department of Education will take place throughout 2009-10.

Providing affordable housing options as part of the NHC Staff Housing program is an ongoing activity. The NHC will continue to advise GN Departments to ensure that Capital Plans include the required number of Staff Housing units to support infrastructure expansion throughout the territory.

In addition, the NHC will continue to push for northern and Nunavut-specific research initiatives and pilot projects on housing design. Enhancing the design of the units currently available under the Material Assistance Program (MAP) in house will be an important undertaking for the Corporation in 2009-10.

In order to continue increasing the NHC's Public Housing inventory, it is important to recognize the growing infrastructure requirements of the LHOs. The NHC has identified the capacity and the condition of LHO warehouses as being of serious concern. In order to remedy the situation, the NHC is committed to working with LHOs to improve their inventory controls. The NHC will lobby for increased secure storage and maintenance facilities, particularly where existing facilities are deemed unsafe and/or inadequate.

Furthermore, the NHC will look to support LHO maintenance and technical staff through ongoing training activities. For example, NHC staff will work directly with LHOs to organize their inventories, to triage required repairs on units within their communities and will focus on delivering preventative maintenance to homes owned by low-income seniors.

### **Improve health through prevention**

Close to half of Inuit children live in crowded dwellings (*Aboriginal Children's Survey*, 2006). Statistics Canada reports that overcrowded and inadequate housing can be linked to such health concerns as respiratory tract infections in children, tuberculosis and Hepatitis A. According to the National Aboriginal Health Organization, "insufficient housing can lead to overcrowding, deficient sanitation and ventilation, the spread of infectious diseases, psycho-social stresses, and violence." (*Homelessness and Housing Realities for Inuit*, 2008)

While improved living conditions alone will not solve these issues, housing is critical to improving the health and wellbeing of Nunavummiut. Recognizing this, the NHC plays a key role in this effort through increasing the number of housing units in the territory, and by maintaining and upgrading existing dwellings.

Nunavut received an additional \$100 million in funding for housing under the 2009 federal budget. This funding will be used to construct 285 units, in addition to the 725 units delivered under the Nunavut Housing Trust (2006-2009).

## **INUIT EMPLOYMENT PLAN**

### **Nunavut Housing Corporation Inuit Employment Goals**

The Nunavut Housing Corporation is fully committed to reaching Article 23 of the Nunavut Land Claim Agreement goal of 85% Inuit employment by the year 2020 and plans to increase Inuit employment in the fiscal year 2009-2010. It is important to note, however, that the NHC must address certain challenges to achieve this target. These challenges are outlined in the following section.

The total number of NHC positions in 2009-2010 is 89, up from 88 in 2008-2009. Meeting the GN target of 56% Inuit employment by the end of fiscal 2010 would require hiring 15 beneficiaries to bring the total of Inuit staff up from 29 to 44. The target number of Inuit staff for 2009-2010 is 36. It is important to note that the forecasted Inuit Employment targets are based on the vacancy rate as of December 31, 2008 and the hiring and job offers which have been completed after that date.

The percentage of beneficiaries projected to be employed by the Corporation will remain at 46% in 2009-2010. This is due to the relatively equal number of new hires that were non-beneficiaries to fill positions, particularly in the areas of technical and finance, which have proved difficult to fill with qualified beneficiaries. To address this, the NHC will undertake Inuit recruitment initiatives as outlined below.

### **NHC Engagement in GN-Wide Initiatives for 2009-2010 to meet Inuit Employment Goals**

To meet the challenge of achieving a high level of Inuit employment, the NHC will utilize such programs as the Department of Human Resources' Sivuliqtiksats (Internship) and Mentorship Programs. The NHC also avails of tools, such as the training and development courses provided by the Department of Human Resources to assist Inuit employees with the goal of advancing their employment within the NHC. Furthermore, the NHC supports continuous learning with the objective of providing opportunities to Inuit employees wishing to enhance their skills and pursue career opportunities. The development of Inuit staff will allow for the filling of positions that become vacant within the Corporation.

### **Departmental Initiatives for 2009-2010 to meet Inuit Employment Goals**

The NHC is committed to supporting Inuit staff through performance management, on-the-job training, and by encouraging continuous learning. In addition, the NHT Apprenticeship Program is a major long-term strategy to support Inuit employment goals.

One of the key objectives outlined in the Nunavut Housing Trust Delivery Strategy is to support the completion of training for approximately 35-40 new trades-people (Housing

Maintenance Servicepersons or other journeypersons). These trades-people will be engaged in the long-term maintenance of housing units in Nunavut. They are trained by way of an apprenticeship program offered in partnership with the NHC, the Department of Education and Nunavut Arctic College. All NHT apprentices are Inuit and, in many cases, they will form the next generation of Local Housing Organization technical staff and/or NHC Community Development Officers (CDOs) in the maintenance and technical streams, , which would positively affect the Corporation's IEP numbers.

It is important to recognize that the nature of many of the Community Development Officer positions, which include maintenance and technical, programs and finance positions, within the NHC makes it a challenge to retain local applicants. Namely, the excessive travel demands and heavy workloads of NHC Community Development Officer positions are seen as an impediment to maintaining a healthy balance between work and traditional lifestyles/pursuits (including family life, hunting, and community engagement). In addition, these positions are centralized within Nunavut's three districts. Consequently, qualified Inuit applicants, particularly those from smaller communities, are often reluctant to apply. Ideally, if these positions were located at the community level, qualified local residents, including those who achieve their journeyperson certification via the NHT, would be more likely to apply.

The NHT Apprenticeship Program will provide Inuit trades-people with the required skill qualifications to work as journeypersons within the construction industry. However, the NHC recognizes that additional steps must be taken to locate more of these positions at the community level. As part of a long-term project to make Community Development Officer positions more attractive to Inuit applicants, the NHC will begin exploring flexible, creative solutions towards addressing this concern.

## **ENVIRONMENTAL SCAN**

### **Delivery**

Adequate, affordable and appropriate shelter is a key factor in achieving well-being, including the ability to participate and to achieve success in economic activities. Housing is also an important economic sector that responds to new and ongoing infrastructure needs. It is a source of employment and a driver for the market for materials and services.

New construction by the private sector is usually responsive rather than proactive. The continued training of Nunavummiut in the construction fields is a cornerstone to economic well-being in the housing construction industry. Over time, as more Nunavummiut become skilled in these trades, the overall economic impact of the housing industry within Nunavut will increase.

There is an extremely limited private market in Nunavut: most landlords/developers only respond to tenders, or initiate new development, that in turn promises long-



term government leases. The cost to transport materials, obtain developed land, and construct and operate dwellings, makes building on speculation unpalatable for most.

Nunavut's climate and geography also present unique challenges to the construction industry. The territory's 25 communities are remote, with no road or rail access. All construction materials must be transported by air or on the annual summer sealift. As a result, the cost of landed goods is substantially higher than elsewhere in Canada.

Adequate and secure storage facilities must be available to accommodate a 12-month supply of materials. In addition, the first snowfall usually occurs around the time that the sealift ship arrives in many communities, complicating or impeding construction. As such, the NHC will continue to lobby for improved storage facilities and increased capacity for LHOs to address these challenges.

The NHC relies on its community partners, the LHOs, to provide maintenance and administration services on housing units. With the Nunavut Housing Trust (NHT) a number of our LHOs have engaged in the construction of NHT units. This provides more local control over community construction activities such as hiring, as well as learning valuable administrative and project management skills. The NHC also looks to these partners for valuable insight on community priorities and concerns.

This Business Plan identifies supporting the LHOs as a critical priority for 2009-10. At present, many of the LHOs operate out of facilities originally built to support and maintain a much smaller housing inventory. Furthermore, unprecedented construction is taking place across the territory; however, few investments have been made to enhance the LHOs, beyond their regular operating funding. For example, the condition of certain LHO warehouses and storage facilities is identified as a critical issue by both the Corporation and by the Office of the Auditor General.

## **Supply**

54% of Nunavut's population resides in public housing and tenancy in these units is 99% Inuit. Due to the absence of private affordable rental housing and given the high costs of independent homeownership, public housing units are home to the majority of Nunavummiut.

The GN is the principal supplier of the 9,041 dwelling units in the territory. The government, through the NHC, currently maintains approximately 4,200 public housing units (of which 3,939 are NHC-owned and 261 are leased), 1,342 staff housing units (of which 244 are owned and 1,098 are leased), and holds mortgages for 500 homeowners. This represents over 65% of Nunavut's total housing stock. It does not include federal/municipal staff accommodations, other private sector

employers' staff accommodations, Nunavut Arctic College student housing or Income Support funded units.

Each Public Housing unit requires approximately \$21,950 dollars per year to operate and maintain. However, funding from CMHC for the social housing inventory that was transferred to the Corporation in 1999 is declining and will terminate completely in 2037. Additional resources will need to be identified and dedicated to the operations and maintenance of public housing.

The NHC is committed to delivering new and refreshing existing homeownership programs to assist people who are ready to gain the advantages of independence from the Public and Staff Housing Programs. Every new homeowner either frees up a rental unit in the public or staff housing portfolios, or reduces an existing home's occupancy level.

Unfortunately, homeownership remains unattainable for most Nunavummiut. Ongoing payments for basic shelter components are very high: in 2009, on average, it costs \$976 per month for fuel, water, garbage, power, insurance, maintenance, and land lease fees.

Despite extensive public and staff housing portfolios and homeownership programs, overcrowding continues to be an issue of critical concern in the territory. The recently released *Indigenous Children's Health Report* (2009) cites overcrowding and poor housing conditions as contributing to the high rates of infant mortality amongst Inuit. The *Aboriginal Children's Survey* (Statistics Canada, 2006) reports that nearly half of young Inuit children live in crowded dwellings. In 2004, the *Ten-Year Inuit Housing Action Plan* estimated that 3,000 public housing units are required over a ten-year time span to alleviate current housing needs, and an additional 270 units per year are required to meet the needs of Nunavut's growing population.

While research clearly indicates that overcrowding in Nunavut negatively affects our communities, there is a lack of qualitative data identifying the housing shortage, the type of housing required to meet the demands of a growing population and the resources needed to address the crisis. As such, the NHC has contracted Statistics Canada to conduct a Nunavut Housing Needs Survey (NHNS). The NHNS is a major undertaking for the NHC. It is hoped that survey results will support advocacy efforts for long-term federal funding for public housing, as well as allow the NHC to direct housing resources effectively in order to meet the actual housing needs of Nunavummiut.

## CORE BUSINESS

The following section is organized into four key areas of responsibility of the Nunavut Housing Corporation: Advisory and Administrative Services; Public Housing; Staff Housing and Home Ownership. Status updates for the NHC priorities as outlined for the 2008/09 fiscal year are provided, and the NHC priorities for 2009/10 are established.

	<b>Budget (\$000)</b>			
	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
Advisory and Administrative Services	11,476	<b>12,222</b>	12,222	12,222
Public Housing	62,910	<b>76,341</b>	84,073	87,979
Staff Housing	38,431	<b>39,405</b>	39,567	39,567
Homelessness	200	<b>200</b>	200	200
<b>TOTAL</b>	<b>113,017</b>	<b>128,168</b>	<b>136,062</b>	<b>139,968</b>

### **Advisory and Administrative Services**

Advisory and Administrative services for the NHC are provided by a group of dedicated housing professionals. A small team of approximately seventy people works diligently to make the NHC an action-oriented service delivery agency. Through its Advisory and Administrative services, the NHC strives to deliver targeted housing solutions to all audiences and to provide the following services: education, training and support to Local Housing Organizations (LHOs) in the areas of administration, finance, program delivery and technical construction techniques and procedures. It also develops services for homeowners in the areas of finance, education and technical assistance, as well as coordinates housing-related advocacy efforts on behalf of all Nunavummiut.

### **Objectives**

- To increase coordination of housing policies and procedures in Nunavut;
- To increase staffing, delivery capacity, training and professional development for Nunavut Housing Corporation and the LHO staff;
- To increase the awareness and understanding of housing realities in Nunavut within the territory and nationally.

The following divisions of the NHC are responsible for the delivery of Advisory and Administrative Services:

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-2010</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Corporate Governance</b>		750		<b>804</b>	804
Responsible for managing the NHC to ensure consistent application of policy, standards and procedure and program delivery throughout Nunavut.					
<b>Corporate Operations</b>		2,700		<b>2,168</b>	2,168
Responsible for the administration of corporate policy, strategic planning and communications. Corporate Operations provides support to the Minister, the senior management team, and the regional offices.					
<b>Corporate Policy and Planning</b>		500		<b>680</b>	680
Accountable for the development and co-ordination of NHC policies in support of the Nunavut Housing Corporation's Vision, Mission, Mandate, and Goals and Objectives. This function is also responsible and accountable for research and economic and financial planning for the NHC.					
<b>Corporate Financial Administration</b>		1,263		<b>1,494</b>	1,494
Accountable for the overall management of the financial affairs of the Nunavut Housing Corporation, including safeguarding the NHC's assets, preparing and issuing financial reports, maintaining internal financial controls, and providing training and advice.					
<b>District Program Administration</b>		1,885		<b>2,507</b>	2,507
Responsible for managing the delivery of homeownership and housing repair programs, assisting the LHOs in the delivery of rental housing programs by monitoring the management/partnership agreements, and providing a high degree of support to the LHOs. Also accountable for the management of the mortgage and homeownership portfolio, which includes financial and educational counseling and training of clients.					
<b>District Financial Administration</b>		1,494		<b>2,024</b>	2,024
Fulfills a dual function in providing financial support to the districts and in monitoring, evaluating and assisting LHOs with financial matters.					
<b>District Technical Administration</b>		2,884		<b>2,545</b>	2,545
Provides support and training to LHO maintenance staff. This function also manages the planning, implementation and administration of all capital construction and modernization and improvement projects. In addition, the provision of technical advice to homeowners supports delivery of the homeownership programs.					
<b>Total, Advisory and Administrative Services</b>		<b>11,476</b>		<b>12,222</b>	<b>12,222</b>

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

- Strengthen LHO financial management by the NHC paying directly the non-controllable utility expenses for LHOs and allowing them to dedicate their resources to increased internal financial management on administration, maintenance and collection of rents;  
*Status: Ongoing. The NHC is working on developing a database to ensure that the Corporation can take over direct payment of non-controllable utility expenses on the half of LHOs. To be completed in 2009/10.*
- Continue to partner with other departments and agencies to achieve objectives for specific projects for LHO enhancement. e.g., water and sewer project.  
*Status: Ongoing. The NHC continues to be committed to exploring inter-departmental and inter-agency efforts to improve the efficient operation of LHOs. At present, the NHC is working closely with the Department of Community and Government Services to identify land for new construction, allowing LHO deliveries for new construction to take place in a timely manner.*
- Break down tendering into commodity groups for further savings through sole source contracting (e.g. drywall, roofing, and looking at getting distributor pricing).  
*Status: Materials are publicly tendered in ten commodity groups, with the objective of supporting the ability of Nunavut-based companies to bid on commodity groups.*
- Investigate ways to reduce energy and water use and build on M&I energy efficiency report and review increased options.  
*Status: All NHC housing constructed over the past three years under the NHT has been superior to that constructed earlier. Energy efficient components such as the use of triple glazed windows, improved insulation throughout the building envelope and the use of more energy efficient appliances have contributed to reduce both fuel and electricity consumption. The NHC is also working to reduce water consumption by the use of flow restrictors on showerheads and other domestic plumbing fixtures and the installation of low-flow toilets under the Public Housing Program and the Modernization and Improvement Program.*

### **Priorities (2009-10)**

- Move forward in addressing recommendations resulting from an organizational review of the NHC to determine how best to deliver housing initiatives in Nunavut given available human resources and to determine areas in which the NHC requires additional supports to achieve its vision, mission and mandate.

- Strengthen LHO financial management by the NHC taking over the direct payment of the non-controllable utility expenses for LHOs and allowing them to dedicate their resources to increased internal financial management on administration, maintenance and collection of rents.
- Continue to partner with other departments and agencies to achieve objectives for specific projects for LHO enhancement.
- Enhance LHO infrastructure by providing at least three targeted LHOs with improved secure storage facilities.
- Deliver a territorial housing needs survey to accurately assess core housing need in Nunavut and to determine the number of units required to alleviate the existing housing shortage.
- Continue lobbying efforts at the territorial and federal levels to seek support for the provision of suitable and adequate housing across Nunavut.
- Continue to implement the Maintenance Management Operating System (MMOS), or develop an enhanced maintenance management system.

## Public Housing

The NHC delivers a community-sensitive Public Housing Program by providing financial resources and ongoing professional support to its local delivery agents, the 25 LHOs. LHOs are responsible for the complete care of the approximately 4,200 units in the public housing portfolio, from unit allocations and rental assessments/collections, to maintenance and repairs, and energy upgrading.

### Objectives

- To provide technical and financial training to LHO staff for the improved delivery of public housing in Nunavut.
- To increase the number of adequate, suitable and affordable dwelling units in Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Leased Units – Rent Supplement</b>		7,039	<b>7,039</b>	7,039	7,039

There are approximately 261 leased public housing units throughout the territory. They create an opportunity for the private sector to provide much needed public housing rent supplement units without the capital expenditure required for the construction of new units.

<b>Administration and Maintenance</b>	32,373	<b>37,029</b>	40,220	40,889
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The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies to perform each demand and preventative maintenance, travel, and training.

<b>Utilities</b>	55,909	<b>64,055</b>	67,071	68,325
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Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewerage, and garbage collection.

<b>Taxes and Land Leases</b>	1,705	<b>1,776</b>	1,858	1,892
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Covers the cost of taxes and land lease expenses.

<b>Debt Recovery</b>	26,451	<b>25,323</b>	23,588	20,887
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Remitted to CMHC to pay down the debt on the public housing portfolio, which was about \$149 million as at March 31, 2008.

<b>Rental Revenue</b>	(7,291)	<b>(7,499)</b>	(7,499)	(7,499)
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LHOs assess public housing rents and are responsible for their collection. Revenues collected are discounted 3% as an allowance for bad debt. The remainder is used to offset the cost of administering the Public Housing Program.

<b>Other Revenue</b>	(53,276)	<b>(51,382)</b>	(48,204)	(43,554)
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CMHC contributions for Social Housing and own source revenue.

<b>Total, Public Housing</b>	<b>62,910</b>	<b>76,341</b>	<b>84,073</b>	<b>87,979</b>
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**Priorities (2008-09)**

- Track NHT initiatives to ensure delivery of 725 units with a view to cost control.  
*Status: NHT units delivered throughout 2008/09 were carefully monitored to ensure accurate reporting and up-to-date statistics on percentage of completion so as to identify projects experiencing delays, and to take appropriate corrective measures.*
- Continue to review 2007 delivery schedule and make adjustments as required to ensure enhanced 2008 delivery.  
*Status: Regular meetings with the Senior Management Committee of the NHC continued to address NHT delivery. In addition, the inter-departmental Working Group meets regularly under the chairmanship of the Vice-President of the Nunavut Housing Trust.*
- Prepare a plan for using LHOs to develop the workforce in Nunavut communities.  
*Status: Ongoing. Developing a local workforce includes establishing LHO partnerships where there is no viable contractor base; as well as providing*

*20 pre-trades courses in various communities across Nunavut. The latter effort includes an opportunity for pre-trades candidates to challenge the trades entrance exam upon completion of the pre-trades course.*

- Investigate ways to reduce energy and water use and build on M&I energy efficiency report and review increased options.  
*Status: Buildings constructed under the NHT are far more energy efficient with respect to both heating fuel and electricity consumption due to the use of triple glazed windows, improved wall, floor and roof assemblies to reduce heat loss and the use of more efficient appliances. In addition, the NHC is working to develop retrofit guidelines to improve the energy efficiency of specific housing designs.*
- Look at developing an LHO construction arm where there is no community contracting base and developing an established local workforce for construction.  
*Status: Ongoing. Evaluation of LHO partnership arrangements continues to develop the construction base in communities that have no viable construction firms. Evaluation of this initiative is ongoing and adaptive to changing circumstance and is therefore subject to change as local firms are increasingly capable of delivering housing in partnership with the NHC.*

### **Priorities (2009-10)**

- Continue monitoring the final phase of NHT construction to ensure the completion of the 725 units.
- Build upon the NHT Delivery Strategy and make adjustments as required to further improve NHT delivery throughout Nunavut.
- Monitor LHOs responsible for the construction of public housing units.
- Prepare a plan for using LHOs to develop the workforce in Nunavut communities.
- Plan and begin to implement the delivery strategy for the additional \$100 million in federal funding for housing Nunavut. The NHC targets 285 units for construction under this initiative.
- Support LHOs via technical training, assistance with organizing inventories, and enhanced infrastructure.
- Prepare a plan for using LHOs to develop the workforce in Nunavut communities.
- Provide Housing Association Boards with additional training on NHC policies, procedures and programs.
- Engage a third party through the Request for Proposals process to conduct condition ratings on all public housing units and develop software and



systems to track and to prioritize units require maintenance and/or repairs. Note that this is a multi-year endeavour given the size of the public housing portfolio.

- Pursue enhancing the number of Maintenance Officers located within each district.
- Enhance the maintenance and secured storage facilities of identified LHOs.

## Homelessness Secretariat

In March 2009, responsibility for the homelessness file was transferred from the Department of Education to the NHC. The Corporation is in the process of preparing a framework to establish a Homelessness Secretariat.

Recognizing that homelessness is the extreme manifestation of poverty within our communities, the NHC is committed to improving homelessness services and infrastructure within Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Homelessness</b>		200	<b>200</b>	200	200
<b>Total, Homelessness</b>		<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>

## Priorities 2009-10

- Establish the Homelessness Secretariat
- Establish an inter-departmental and inter-jurisdictional Working Group on Homelessness.
- Lobby the federal government to address the per-capita federal funding allocation to Iqaluit via the Homelessness Partnering Secretariat.
- Explore options to assist the Oqota Shelter with securing a more viable facility.

## Staff Housing

Through the Staff Housing Program, the NHC provides owned and rented units to GN staff, as well as a range of housing-related programs and services to eligible staff. Currently, over 90% of staff housing stock is in the form of leased units, accounting for the majority of the staff housing budget. Significant policy and procedural work will continue over the next five years as we investigate, revise and refresh areas of staff housing as required.

**Objective**

- To provide rental housing to term and indeterminate GN employees.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Operations</b>		5,674	<b>6,648</b>	6,810	6,810
Provides the day-to-day operations for the Staff Housing Program in a decentralized environment.					
<b>Leases for Staff Housing</b>					
<b>Rental Units</b>		32,757	<b>32,757</b>	32,757	32,757
Representing 90% of the line of business portfolio, provides close to 1,100 rental units.					
<b>Total, Staff Housing</b>		<b>38,431</b>	<b>39,405</b>	<b>39,567</b>	<b>39,567</b>

**Priorities (2008-09)**

- Provide an increased range of options to GN employees to encourage homeownership.  
*Status: Ongoing. The Staff Housing Division of the NHC is continuing to develop, market, and offer for sale new and existing affordable condominiums, with a focus on developing the NHC's Condominium Program initially in Iqaluit, Rankin Inlet and Cambridge Bay.*
- Increase the coordination of new staff housing provision with NHC and GN Capital Plan.  
*Status: Ongoing. The NHC is developing additional Staff Housing, via the NHT, in communities where Staff Housing does not adequately meet GN Staff Housing requirements. The NHC is working to identify and decrease the number of excess units in certain communities, and to re-structure the portfolio in the identified communities. By decreasing the number of excess units in identified communities, available funding will be used to acquire additional Staff Housing units in the communities with high demand.*
- Identification of training and staffing opportunities for beneficiaries within the Staff Housing Division.  
*Status: Ongoing. In 2008-09, the Staff Housing Division hired four Beneficiaries, all of whom received training from the Property Management Officers/District Directors.*

**Priorities (2009-10)**

- Provide an increased range of options to GN employees to encourage homeownership.
- Increase the co-ordination of new staff housing provision with NHC and GN Capital Plan.
- Continue to identify training and staffing opportunities for beneficiaries within the Staff Housing Division.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- Work in close partnership with GN departments that will see an increase in their staff housing requirements because of various expansion initiatives taking place in communities throughout Nunavut.

## Homeownership

Through its Homeownership Programs and NHC financing options, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. The NHC can also provide short-term guarantees for interim financing. As well, client-counseling services are provided to homeowners. These services include, but are not limited to, consultations regarding new construction/renovation, bank financing, home budgeting and energy conservation in the home.

### Objectives

- To support new homeowners through down payment assistance and to support existing homeowners through funding for vital home repair and renovation projects.

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### Programs                      Appropriations included in the 2009/2010 Capital Estimates

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#### *The Nunavut Down Payment Assistance Program (NDAP)*

Assists Nunavummiut to become homeowners through conventional financing means by providing a forgivable loan to subsidize the cost of purchasing an existing home or constructing a new home. Current assistance amounts are as follows:

Community	Existing Home	New Construction
Iqaluit, Rankin Inlet and Cambridge Bay	\$30,000	\$50,000
All other Nunavut communities	\$45,000	\$75,000

#### *The Material Assistance Program (MAP)*

Provides assistance to persons who wish to become new homeowners in the form of a forgivable loan to subsidize the cost of a complete material package including the freight costs to the clients' community. The MAP includes a selection of NHC house designs, homeownership counseling and technical assistance.

***The Tenant to Owner Program (TOP)***

Provides tenants in Public Housing with an opportunity to become homeowners by purchasing the unit that they are renting. TOP can be a geared-to-income mortgage payable to the NHC or an unsubsidized mortgage payable to the NHC.

***Government of Nunavut (GN) Staff Condominium Program (CONDO)***

Provides an affordable homeownership option for GN staff to purchase a Condominium unit.

***The Interim Financing Program (IFP)***

Assists Nunavummiut who are unable to obtain interim financing to construct a new home. The IFP provides interim financing up to 85 per cent of an approved first mortgage amount.

***The Home Renovation Program (HRP)***

Helps Nunavut homeowners to complete major repairs, renovations or additions to existing homes. HRP assistance is a forgivable loan up to maximum of \$65,000 (\$15,000 must have an energy efficiency component) to cover the cost of the repairs and renovations including material, freight, and labour.

***The Senior Citizens Home Repair Program (SCHR)***

Helps Nunavut's senior homeowners with repairs and home adaptations in the form of a grant up to a maximum amount of \$15,000 plus eligible freight costs.

***The Emergency Repair Program (ERP)***

Assists with the completion of emergency repairs that are required for the continued safe occupancy of their home in the form of a grant up to a maximum amount of \$15,000.

***Seniors and Disabled Persons Preventative Maintenance Program (SDPPMP)***

Provides assistance to eligible senior or disabled homeowners to do preventative maintenance and minor repairs in the form of an annual grant to cover the cost of materials, freight and labour up to a maximum amount of \$1,500.

***Homeowner Energy Efficiency Rebate Program (HEERP)***

Assists with the improvement of the energy efficiency of homes by providing a 50% rebate of eligible costs up to a maximum of \$1,000.00 through the purchase of energy efficient appliances.

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## Priorities (2008-09)

- Provide enhanced financial counseling for clients of Homeownership programs.  
*Status: Providing counseling to clients of NHC Homeownership Programs is a requirement for many NHC Homeownership Programs. In addition, the NHC has placed a particular importance on the provision of counseling to senior homeowners to ensure that they are aware of all of the options available prior to making any decisions regarding their dwellings. NHC programs staff continue to hold public meetings and workshops to provide information about homeownership and the various NHC programs as well as counsel clients on an individual basis as and when required.*
- Provide more training to NHC staff in mortgage administration and financial counseling.  
*Status: NHC programs, finance and homeownership policy staff have been trained or had their skills refreshed with regards to the Mortgage Administration System (MAS). This included advice on dealing with clients concerning mortgage balances, arrears and verification of incomes. Updated policies and procedures for Mortgage Administration and data entry were developed and implemented to ensure the accurate and diligent administration of the mortgages.*
- Establish mortgage collection processes and re-financing procedures for impaired mortgages.  
*Status: Updated policies and procedures for dealing with impaired mortgages were developed and implemented and NHC staff is currently working on a case-by-case basis to resolve issues with impaired mortgages*
- Prepare and introduce a program to assist GN staff to move from staff housing into homeownership.  
*Status: In addition to improving such programs as NDAP through changes to income limits allowing more prospective applicants to qualify, the NHC has begun to enhance its GN Staff Condominium Program.*
- Conduct a homeowner information campaign with Energy Centre to promote energy efficiency.  
*Status: Homeowners can avail of funds from the NHC to make their homes more energy efficient. The Corporation promotes wise energy use through its Homeowners Energy Efficiency Rebate Program, which encourages the purchase of energy efficient appliances for the home. For the 2008/09 fiscal year, the NHC assisted **136** Nunavut homeowners through the HEERP, for a total of \$133,194 in financial assistance. The Home Renovation Program also contains a component for making the home more energy efficient.*

- Promote condominium homeownership options in Iqaluit, Rankin Inlet, and Cambridge Bay by moving forward with converting existing units into condominiums and by actively promoting the condominium option.  
**Status:** *Preliminary work has commenced on converting the “Falcon” building in Iqaluit from Staff housing units to condominiums. Common elements have been identified and the development of by-laws, declarations and establishment of a condominium corporation will be completed by late spring of 2009. A survey was sent to all GN employees on February 20, 2009, to identify the interest of purchasing a Condominium. A high number of survey results have been received but final numbers will not be available until mid-April. If interest presents positive from GN employees, the Falcon Building located on the Road to Nowhere will be offered for sale as individual Condominium units.*

### **Priorities (2009-10)**

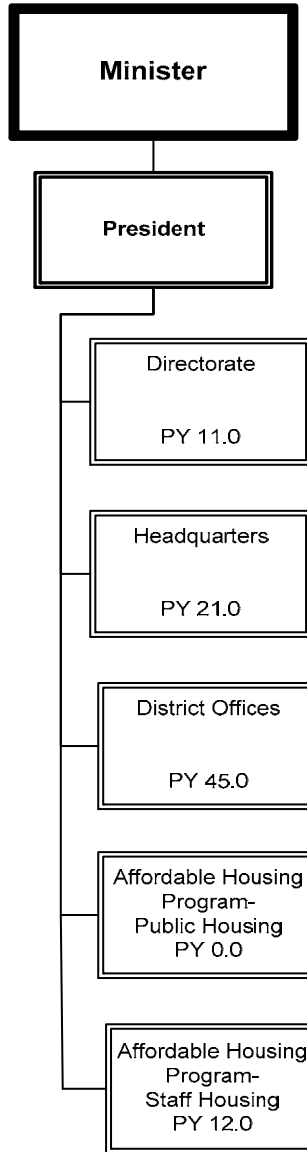
- Enhance delivery of home repair programs, particularly for senior and disabled homeowners in support of independent living.
- Improve the unit design and program delivery of the Material Assistance Program.
- Explore addressing issues of environmental liability because of ageing oil tanks throughout Nunavut by initiating an oil tank replacement program that prioritizes the replacement of oil tanks of senior and vulnerable homeowners.
- Continue to support the movement of public housing tenants into homeownership by delivering homeowner programs, including down payment assistance and emergency repair financing to qualifying homeowners throughout the territory.
- Finalize the review of Homeownership policies and guidelines to support NHC Program Officers in the delivery of NHC Homeownership Programs.
- Provide additional training to NHC employees responsible for the delivery of the Homeownership Programs throughout Nunavut.

## **CONCLUSION**

Recognizing the critical housing conditions of many Nunavummiut, the NHC remains dedicated to improving the quality of housing, and in increasing access to housing within Nunavut. As housing play a key role in ensuring Nunavut's overall health and well-being, the efforts of the NHC must continue to be strengthened throughout 2009-2010.

The NHC and the Tri-territorial Housing Committee have begun to raise the profile of northern issues and have received the support of the Canadian Housing Renewal Association to lobby northern issues at the national level. Throughout 2009-10, the NHC will be the northern representative of the Board of the CHRA, and will continue to lobby for long-term federal investments in housing for Nunavut.

## Appendix I: Accounting Structure Chart



<b>Person Years (PYs)</b>	<b>Total</b>
Vote 1 PYs	89.0
Vote 4/5 PYs	–
Revolving Fund PYs	–
<b>TOTAL PYs</b>	<b>89.0</b>



## Appendix II: Financial Summary

Branch	2008 – 2009 Main Estimates		2009 – 2010 Main Estimates		2010 – 2011 Planned		2011 – 2012 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
<b>HEADQUARTERS</b>								
Salary	3,533	31	4,053	32	4,053	32	4,053	32
Grants & Contributions	200		200		200		200	
Other O&M	1,692		1,092		1,092		1,092	
<b>Subtotal</b>	<b>5,425</b>		<b>5,345</b>		<b>5,345</b>		<b>5,345</b>	
<b>DEBT REPAYMENT</b>								
Salary								
Grants & Contributions								
Other O&M (includes CMHC contributions)*	26,451		25,323		23,588		20,887	
<b>Subtotal</b>	<b>26,451</b>		<b>25,323</b>		<b>23,588</b>		<b>20,887</b>	
<b>DISTRICT OFFICES</b>								
Salary	4,870	45	5,501	45	5,501	45	5,501	45
Grants & Contributions								
Other O&M	1,576		1,576		1,576		1,576	
<b>Subtotal</b>	<b>6,446</b>		<b>7,077</b>		<b>7,077</b>		<b>7,077</b>	
<b>AFFORDABLE HOUSING – Public Housing</b>								
Salary								
Grants & Contributions (includes CMHC contributions)	89,528		102,400		108,689		110,646	
Other O&M								
<b>Subtotal</b>	<b>89,528</b>		<b>102,400</b>		<b>108,689</b>		<b>110,646</b>	
<b>AFFORDABLE HOUSING – Staff Housing</b>								
Salary	1,101	12	1,251	12	1,251	12	1,251	12
Grants & Contributions								
Other O&M	37,342		38,154		38,316		38,316	
<b>Subtotal</b>	<b>38,443</b>		<b>39,405</b>		<b>39,567</b>		<b>39,567</b>	
<b>TOTAL FUNDED</b>	<b>166,293</b>	<b>88</b>	<b>179,550</b>	<b>89</b>	<b>184,266</b>	<b>89</b>	<b>183,522</b>	<b>89</b>
*Less: CMHC Contribution and other Revenue	53,276		51,382		48,204		43,554	
<b>TOTAL GN FUNDED</b>	<b>113,017</b>		<b>128,168</b>		<b>136,062</b>		<b>139,968</b>	

## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As of December 31, 2008		Target for 2009/10	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>88</b>	100%	<b>89</b>	100%
Total Filled Positions	63	72%	79	89%
Total Vacancies	25	28%	10	11%
Total Beneficiaries	29	46%	36	46%
<b>Total Executive Positions</b>	<b>3</b>	100%	<b>3</b>	100%
Total Filled Executive Positions	3	100%	3	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	2	67%	2	67%
<b>Total Senior Management Positions</b>	<b>7</b>	100%	<b>7</b>	100%
Total Filled Senior Management Positions	6	86%	6	86%
Total Vacant Senior Management Positions	1	14%	1	14%
Total Beneficiaries in Sr. Management Positions	1	17%	1	17%
<b>Total Middle Management Positions</b>	<b>17</b>	100%	<b>17</b>	100%
Total Filled Middle Management Positions	10	59%	15	88%
Total Vacant Middle Management Positions	7	41%	2	12%
Total Beneficiaries in Middle Management Positions.	0	0%	1	7%
<b>Total Professional Positions</b>	<b>0</b>	0%	<b>0</b>	0%
Total Filled Professional Positions	0		0	
Total Vacant Professional Positions	0		0	
Total Beneficiaries in Professional Positions	0		0	
<b>Total Paraprofessional Positions</b>	<b>49</b>	100%	<b>50</b>	100%
Total Filled Paraprofessional Positions	35	71%	43	86%
Total Vacant Paraprofessional Positions	14	29%	7	14%
Total Beneficiaries in Paraprofessional Positions	17	49%	20	47%
<b>Total Administrative Support Positions</b>	<b>12</b>	100%	<b>12</b>	100%
Total Filled Administrative Support Positions	9	75%	12	100%
Total Vacant Administrative Support Positions	3	25%	0	0%
Total Beneficiaries in Administrative Support Positions	9	100%	12	100%

## **Appendix IV: Departmental Roles**

### **Directorate**

The Executive is responsible for managing the NHC to ensure consistent application of policy, standards and procedures, and program delivery throughout Nunavut. It also oversees the development of long-range plans, policies, and operational guidelines on corporate matters for the Minister responsible for the Nunavut Housing Corporation and for the Executive Council (Cabinet). As well, it ensures that programs are delivered according to the NHC's funding agreement with Canada Mortgage and Housing Corporation (CMHC).

### **Corporate Headquarters**

Corporate Headquarters is responsible for the development of corporate policy, strategic planning and communications. Corporate Headquarters provides support to the Minister, the Corporate Executive and to the regional offices. It coordinates the preparation, monitoring and reporting of the Corporate O&M and capital budgets, administers the loan portfolio and provides accounting and treasury services. It provides support to the regions in the areas of programs, contracting, project management, design and maintenance.

### **District Offices**

Delivery of services and support to communities in programs and services is managed through the NHC's District Offices. District Offices set regional priorities and work with LHOs and individual clients to ensure programs are being delivered to appropriate standards through monitoring and assessment. They also carry out the delivery of services when not undertaken by the local community. The District Office is responsible for ensuring the construction program is successful in their region. They are also responsible for developing a positive relationship with other government departments and agencies.

### **Local Housing Organizations (LHOs)**

The NHC is partnered at the community level with LHOs. LHO staff performs most of the day-to-day duties associated with program delivery to individuals and families. Most LHOs are formed as independent organizations under the *Societies Act* (Housing Associations). The Iqaluit Housing Authority is formed under the Nunavut Housing Corporation Act. Some communities include the housing function within the municipality.

Relationships with the LHOs are based on operating or partnership agreements. Under the Public Housing Program, duties include allocation of housing to community residents according to need. And also LHOs provide related administrative and maintenance services. Several LHOs also have responsibility for parts or all of the home repair and homeownership programs. The partnership between the NHC and the LHO is based on a cooperative investment of resources (time, funding, materials and support).

### **Amortization**

The NHC owes CMHC approximately \$170 million for outstanding mortgages in the social housing portfolio. These mortgages will be paid out by 2037, at which time the NHC will neither be indebted to nor receive funding from CMHC under the Social Housing Agreement.

## Appendix V: Investment Strategy

Information on the investment activity of the NHC is required in the Corporate Business Plan to comply with subsection 91(2) of the *Financial Administration Act*.

The types of investments the NHC is restricted to are those specified in subsection 81(1) of the *Financial Administration Act*, which states:

*A public agency may invest money belonging to the public agency:*

- a. in certificates of deposit, deposit receipts, notes or other evidences of indebtedness given by a bank in consideration of deposits made with the bank;*
- b. in securities where repayment principal and interest is unconditionally guaranteed by a bank.*

The NHC invests surplus funds in the short-term money market to generate a reasonable return and to ensure a high level of liquidity to meet daily operating requirements.



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Nunavut  
Arctic College

# Nunavut Arctic College

## Business Plan

2009-2010



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## **INTRODUCTION**

Nunavut Arctic College celebrates its fourteenth anniversary in 2009. In its short history Nunavut Arctic College has become a major contributor to the development of Nunavut. Our core business is training for employment. Our goal is building self-reliant communities and families through training and employment.

### **Mission**

The mission of Nunavut Arctic College is to strengthen the people and communities of Nunavut by providing life-long learning opportunities for adult Nunavummiut by appropriately delivering quality career programs developed with input from our partners throughout the Arctic, and by making the benefits of Inuit traditional knowledge and southern science more accessible.

### **Vision**

Nunavut Arctic College will strive to be the college of choice for the people of Nunavut by offering culturally relevant programs of the highest national standard. In the advancement of their language and culture, our graduates will value education and will be proud to take their place in Nunavut and beyond.

### **Values**

Nunavut Arctic College is a creative community of educators and learners. We are proud of our essential role in providing education that bridges the Nunavut of yesterday, today, and tomorrow.

We value our learners and are committed to their success by:

- Engaging and challenging our students in learner-centred programs;
- Supporting learners through personal interaction, small scale learning environments, and sensitivity to the needs of students;
- Integrating Inuit culture and knowledge in our programs.

We value a positive and productive learning and working environment by:

- Offering innovative programs to meet the requirements of a wide range of learners;
- Providing services that acknowledge learners as multi-faceted individuals and promote student success in all areas of life, as workers, community members, volunteers, family members, and parents;
- Establishing and achieving College objectives through the application of research and transparent practices, and through the services of Nunavut Research Institute establishing the highest research standards.

We value strong connections to the communities we serve by:

- Utilizing community-based delivery models for programs;
- Valuing exchange and interaction with communities and acknowledging the community's role in establishing educational priorities for the College.

We value our partnerships by:

- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for the people of Nunavut.

## Principles

Our principles serve as guideposts to create a learning-centered institution that reflects Inuit values, beliefs, and knowledge. Nunavut Arctic College is an inclusive institution that:

- Respects and honors Inuit languages and culture.
- Involves Elders as an integral part of College life.
- Promotes an understanding of Inuit culture and languages.
- Values students' connections to family and community.
- Prepares students for meaningful careers and healthy lives.
- Places the well-being of students first and provides a strong caring network of support.
- Promotes learning as a positive life-changing experience, involving the whole person body-mind-spirit.
- Encourages the personal, professional, and academic development of students and staff.
- Engages learners as active participants in all aspects of learning and evaluation.
- Ensures our graduates meet national standards.

## **STRATEGIC LINK TO *TAMAPTA***

Nunavut Arctic College is committed to working with the Government of Nunavut to achieve the objectives and priorities of *Tamapta/CL<sup>C</sup>: Building our future together*. While drawing inspiration from all ten priorities, Nunavut Arctic College will focus on:

- **Improve Education and Training Outcomes.**  
Nunavut Arctic College will broaden training for employment opportunities. Initiatives include the trade training centre at Rankin Inlet and the proposed mine training centre at Cambridge Bay. Arctic College will incorporate recognition of prior learning accomplishments into program admissions. The objective is to increase enrollments and convocate more graduates. The College will continue to cooperate with the Department of Education in the implementation of the Nunavut Adult Learning Strategy.
- **Connect Our Community.**  
Nunavut Arctic College values the participation of Elders in the life of the college. Arctic College will involve Elders in student learning experiences by expanding “Elders in the Classroom” to all Community Learning Centres.

- **Increase Support for Culture and the Arts.**  
Nunavut Arctic College will expand the delivery of traditional and contemporary visual arts, language, performing arts, and other forms of Inuit artistic expression in cooperation with *Piqqusilirivvik*.
- **Enhance our recognition in Canada and the world**  
The graduates of Nunavut Arctic College will play leadership roles in their families, communities and across Nunavut. As they grow in their chosen careers, many will present Nunavut's unique views and ideas on matters of national and global importance.

Though not a direct priority, investment in higher education has the overall effect of improving health, reducing crime, and reducing social assistance and unemployment benefits.

### **Strategic Goals**

The Board of Governors of Nunavut Arctic College has established four strategic goals:

- **Communities:** Improving programs and services to communities.
- **Culture:** Building a culturally responsive college
- **Excellence:** Achieving academic excellence.
- **Strength:** Strengthening college systems and operations.

The Board's four strategic goals for Nunavut Arctic College will be achieved within the broader context of the vision, principles and priorities of *Tamapta/CL<sup>CC</sup>: Building our future together*. "We believe in Nunavut."

#### **Communities: Improving Programs and Services to Communities**

The continuing need for more adult learning opportunities accessible in the communities is found in *Tamapta/CL<sup>CC</sup>: Building our future together*, *Pinasuaqtavut*, the 2006 Report by the Standing Committee on Health and Education, and the annual Letters of Expectation received from the Minister Responsible for Nunavut Arctic College. The Nunavut Adult Learning Strategy further identifies literacy and adult basic education as a strategic priority so that Nunavummiut can be fully engaged in adult learning. Currently Nunavut Arctic College delivers community-based programs through Community Learning Centers, each staffed with an Adult Educator.

#### **Culture: Building a Culturally Responsive College**

The Board of Governors wishes to ensure that Inuit language and culture are the foundation for adult learning at Nunavut Arctic College. The Board welcomes partnership opportunities with communities, schools, regional Inuit associations and *Piqqusilirivvik*. The Board values the participation of Elders in the learning of its students. The Board of Governors considers the establishment of bilingual learning environments to be an urgent need.

### **Excellence: Achieving Academic Excellence**

The Board of Governors supports appropriate academic standards for all programs. The Board values entrance standards that recognize the different abilities and accomplishments of adult learners and exit standards recognized by employers and the College's post-secondary partners. All programs are expected to provide appropriate Inuit content, community access, and transition-to-work experiences; and undergo periodic quality review and meet acceptable performance standards.

### **Strength: Strengthening College Systems and Operations**

Nunavut Arctic College needs strong systems to serve Nunavummiut and continue its growth. The Board of Governors recognizes its duty to oversee the management of Nunavut Arctic College in the best interests of both the College and Nunavummiut at large, while recognizing its accountability to the Minister. A Capital Plan and a Business Plan with Main Estimates are completed annually and submitted to the Government. Arctic College works closely with the Crown Agency Council to improve accountability and address any issues raised by the Auditor General.

## **INUIT EMPLOYMENT PLAN**

As an agency of the Government of Nunavut, Nunavut Arctic College shares responsibility for achieving the objective of Article 23 of the *Nunavut Land Claims Agreement* which is "to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level."

### **Inuit Employment Goal**

The goal of Nunavut Arctic College is to achieve 50% Inuit employment by 2010. (See appendix 1.) The focus will be on the Professional (instructors) category. The Professional category is the most critical category because the Board of Governors considers a bilingual learning environment to be an urgent need. In addition to being the most critical, it is also the most difficult category to fill because eligible candidates require formal qualifications and positions must be filled before the instructional term begins. However new instructional positions in the new trades training centre give us the opportunity to increase overall numbers of Inuit instructors. Likewise the requirements of the *Inuit Language Protection Act* are expected to increase their numbers provided necessary funding is secured.

### **Inuit Employment Targets**

Improvement in the Inuit professional employment rate depends on current attrition and vacancy rates. To significantly increase Inuit employment, the attrition rate has to increase and/or the vacancy rate has to decrease. However increasing the attrition rate would mean losing experienced employees and reducing the quality of our capacity to train Nunavummiut for employment. Therefore the focus is on the vacancy rate. The target of increasing capacity from 85% to 89% and Inuit employment from 47% to 50% will be achieved by reducing the vacancy rate and opening new instructional positions.

The next critical area is management. Senior and middle management combined has a target of increasing the capacity rate from 88% to 92% and the Inuit employment rate from 39% to 42%. However the factors are different. The management categories have comparatively few vacancies and therefore fewer opportunities for Inuit employment. However in the five-year future several managers will be eligible for retirement which will create opportunities for increasing Inuit employment.

### **Inuit Employment Initiatives**

To increase Inuit professional employment in response to the Board's statement that "a bilingual learning environment is an urgent need", Nunavut Arctic College is taking two significant steps. First, the College annually sponsors the Instructor Development Program recognized by the University of New Brunswick. The program will help qualify Inuit candidates for employment in selected instructional positions. For example, it will prepare Inuit journeymen to become instructors in the new trades training centre in Rankin Inlet. Second, we strive to recruit Bilingual Adult Educators and at least one bilingual instructor for the diploma and degree career programs.

Management, both middle and senior, is the next critical category. Anticipating future retirements, Nunavut Arctic College will initiate succession planning and mentorship of Inuit interns for this category. It will take time to increase Inuit employment in the management categories since mentorship is a slow process that requires special funding.

Part of the long-term solution to achieving representative Inuit employment is for Nunavut Arctic College to convocate more bilingual graduates and encourage more of them to seek employment opportunities within the College.

## **ENVIRONMENTAL SCAN**

The core business of Nunavut Arctic College is training for employment. In carrying out its core business, Nunavut Arctic College faces unique challenges and opportunities. Various social and economic conditions create hardships for Nunavummiut in many communities. Five critical challenges influence future decision-making. Responding to these challenges and turning them into opportunities will shape the strategic direction of Nunavut Arctic College during the coming years.

- **Inuit Languages and Culture**

The Board of Governors wishes to build a college that mirrors Nunavut in terms of it's adherence to Inuit societal values, culture, and language. This is reinforced by the requirements of the *Inuit Language Protection Act* to deliver bilingual services and the demands of the *Education Act* to train bilingual teachers.

- **Educational Attainment**

Though the number of high school graduates continues to increase, half of adult Nunavummiut do not have a high school diploma or equivalency. There is a pressing need to encourage and enable mature students to acquire the academic foundation needed to be successful in higher education and employment.

- **Strategic Expectations**

*Tamapta/CL<sup>5</sup>C: Building our future together* and the expectation of a “Report Card on Government” will guide the Board of Governors in establishing Nunavut Arctic College’s priorities. Devolution will increase the demand for training for Nunavummiut to carry out their full roles as Arctic stewards. Though serving a small and dispersed population, the expectation to train for a broad range of occupations exerts considerable pressure on funding and human resources.

- **Economic Growth**

Despite the current economic downturn, there is ongoing demand in the construction industry. The Government of Nunavut continues to need trained employees to serve Nunavummiut, particularly in health and education. Much of the future economy will be driven by the mining industry. The demands of the transportation industry will increase as the economy grows. In contrast to the traditional economy, the emerging contemporary economy expects a high school diploma as a basic job entry requirement and college or university for career advancement.

- **Information and Communication Technology**

Training more adults in their home communities will reduce the relocation and dislocation of students and their families. It will enable more Nunavummiut to get employment and advance their careers. Though distance learning technologies, methodologies, and curriculum exist, current cost and lack of band-width limit full Nunavummiut participation in e-learning.

## **CORE BUSINESS**

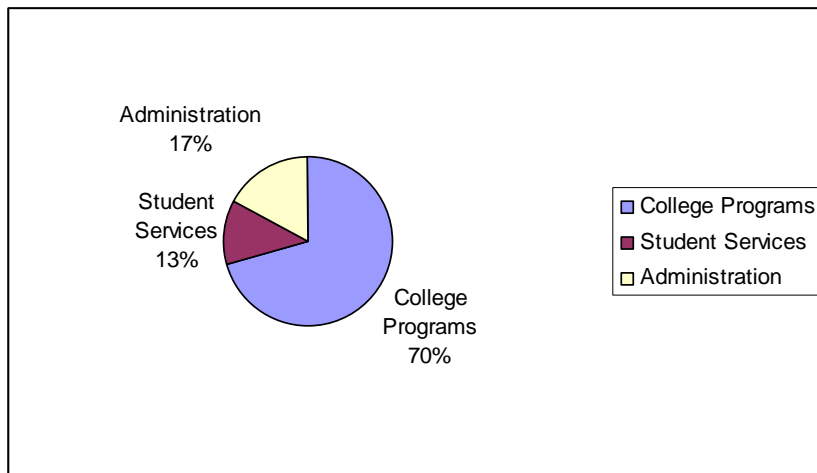
The core business of Nunavut Arctic College is training for employment through the delivery of post-secondary education and training to adult Nunavummiut throughout Nunavut. Our goal is building self-reliant communities and families through training and employment.

Nunavut Arctic College’s programs and services are accessible from many different locations throughout Nunavut. There are Community Learning Centres in all Nunavut communities except Grise Fiord. Other facilities include headquarters in Arviat, the Nunavut Research Institute in Iqaluit, the Oral History Research Centre in Igloolik, and the regional campuses in Cambridge Bay, Iqaluit, and Rankin Inlet.

The programs and services of Nunavut Arctic College are very decentralized. While actual delivery of programs and services is reflected slightly differently in the College’s organizational chart, for the purposes of this Business Plan they are grouped together into nine business lines or management portfolios.

	<b>Budget (\$000)</b>			
	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
Inuit Language & Culture	1,644	1,835	1,916	2,002
Community & Distance Learning	4,689	7,067	6,717	6,978
Business & Leadership Careers	875	2,899	2,942	2,988
Education Careers	2,742	4,928	5,089	5,241
Health & Wellness Careers	1,808	2,950	3,040	3,135
Trade & Technology Careers	1,956	3,791	4,729	4,901
Nunavut Research Institute	1,438	1,398	1,452	1,510
Student Services	4,030	4,432	4,654	4,886
Administration Services	6,716	6,076	5,628	5,910
<b>Total</b>	<b>25,898</b>	<b>35,376</b>	<b>36,167</b>	<b>37,551</b>

The seven program lines together represent 70% of the total expenditures of Nunavut Arctic College.



Much of 2008-09 was devoted to the structural reorganization of Nunavut Arctic College. The reorganization shifted leadership from a regional focus to a territorial perspective. It led to the establishment of seven program portfolios. It strengthened accountability, particularly of student and business services, and clarified Arctic College’s business lines.

## **Inuit Languages and Culture Programs**

The Inuit Languages and Culture portfolio has both specific program delivery responsibilities and general program quality responsibilities. Its general responsibility is to support and ensure appropriate Inuit language and culture content in all College programs. Its activities are supported with advice from the Language and Culture Committee.

### **Objectives**

- To lead the achievement of the strategic goal of building a culturally responsive college.
- To support the establishment of bilingual learning environments.
- To support the inclusion of appropriate Inuit content in all programs.
- To contribute to building the Inuit culture and arts sector.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Language Programs</b>		726	722	758	796
This portfolio delivers Inuit language programs such as the Traditional Knowledge and Culture and the Interpreter/Translator Diplomas.					
<b>Culture Programs</b>		523	449	471	495
This portfolio delivers Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diplomas.					
<b>Curriculum Development</b>		120	126	132	139
The Curriculum Development Office (Arviat) reviews all curricula for appropriate Inuit language and culture content.					
<b>Oral History Project</b>		275	333	350	367
The Oral History Project (Igloolik) collects and documents traditional Inuit knowledge by interviewing Elders.					
<b>Total, Base Programs</b>		<b>1,644</b>	<b>1,630</b>	<b>1,711</b>	<b>1,797</b>
<b>Third Party Contracts</b>		-	205	205	205
Third party funding supports the delivery of the Fur Production and Design Program.					
<b>Total, Programs</b>		<b>1,644</b>	<b>1,835</b>	<b>1,916</b>	<b>2,002</b>

### **Priorities (2009-10)**

- Develop Inuit visual and performing arts.
- Expand delivery of Inuit language programs.
- Cooperate with *Piqqusilirivvik* in developing cultural learning activities.
- Meet the requirements of the *Inuit Language Protection Act*.



## Community and Distance Learning Programs

Community Learning Centers (CLCs) are staffed with Adult Educators who fulfill a variety of roles including initiating and coordinating programs, supporting adult learners, assessing community needs, and being the first point of contact for those wanting information or wishing to access College programs and services. Adult Educators offer Adult Basic Education, literacy training, GED (high school equivalency), pre-employment and upgrading programs in preparation for the College career training programs. Selected CLCs offer the College Foundations Program which prepares students for careers in nursing and teaching.

### Objectives

- To lead the achievement of the strategic goal of improving programs and services to communities.
- To develop community-based distance learning capacity.
- To increase accessibility of career programs in the communities.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Kitikmeot CLCs</b>		962	<b>1,027</b>	1,078	1,132
The Kitikmeot Campus supports CLCs in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.					
<b>Kivalliq CLCs</b>		1,194	<b>1,270</b>	1,334	1,400
The Kivalliq Campus supports CLCs in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Repulse Bay, and Whale Cove.					
<b>Qikiqtani CLCs</b>		2,533	<b>2,693</b>	2,828	2,969
Nunatta Campus supports CLCs in Arctic Bay, Cape Dorset, Clyde River, Hall Beach, Igloolik, Iqaluit, Kimmirut, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, and Sanikiluaq, and adult learning services for Grise Fiord.					
<b>Total, Base Programs</b>		<b>4,689</b>	<b>4,990</b>	<b>5,240</b>	<b>5,501</b>
<b>Third Party Contracts</b>		-	<b>2,077</b>	1,477	1,477
Third party funding supports the delivery of literacy, pre-employment and pre-trades training programs in selected CLCs.					
<b>Total, Programs</b>		<b>4,689</b>	<b>7,067</b>	<b>6,717</b>	<b>6,978</b>

### Priorities (2009-10)

- Open a Community Learning Centre in Grise Fiord.
- Develop a plan to increase high school completions in the communities.
- Increase the number of Inuit Adult Educators.
- Expand “Elders in the Classroom” to more Community Learning Centres.

- Deliver inmate education in partnership with Nunavut Corrections.
- Review the condition and suitability of all Community Learning Centres.

### Business and Leadership Careers

The principal career programs in this portfolio are Management Studies and Office Administration. It includes the management of the Municipal Training Organization and GN Staff Training contracts.

#### Objectives

- To train qualified candidates for employment by Nunavut businesses and the Government of Nunavut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Business Programs</b> The principal career programs in this portfolio are Management Studies and Office Administration.		875	<b>867</b>	910	956
<b>Total, Base Programs</b>		<b>875</b>	<b>867</b>	<b>910</b>	<b>956</b>
<b>Third Party Contracts</b> Third party funding supports the delivery of training for computer systems technicians, and municipal and government employees.		-	<b>2,032</b>	2,032	2,032
<b>Total, Programs</b>		<b>875</b>	<b>2,899</b>	<b>2,942</b>	<b>2,988</b>

#### Priorities (2009-10)

- Deliver a second offering of Computer Systems Technician.
- Cooperate with the Department of Finance in developing training for financial management.

### Education Careers

The principal career program of this portfolio, the Nunavut Teacher Education Program, prepares bilingual elementary teachers for Nunavut schools. There is an agreement with the Department of Education for additional community-based delivery.

#### Objectives

- To train qualified bilingual candidates for employment in Nunavut schools.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Teacher Education</b> The Teacher Education Program trains bilingual elementary teachers in partnership with the University of Regina. It offers all four years of the B.Ed. at Nunatta Campus. It is		863	<b>3,049</b>	3,210	3,362

developing regional capacity to offer the B.Ed on an on-going basis at the Kitikmeot and Kivalliq Campuses.

<b>Total, Base Programs</b>	<b>863</b>	<b>3,049</b>	<b>3,210</b>	<b>3,362</b>
<b>Third Party Contracts</b>	1,879	<b>1,879</b>	1,879	1,879
Third party funding supports the delivery of the Community Teacher Education Program to Cape Dorset, Grise Fiord, and Qikiqtarjuaq, and the training of Aboriginal Language Specialists.				
<b>Total, Programs</b>	<b>2,742</b>	<b>4,928</b>	<b>5,089</b>	<b>5,241</b>

#### Priorities (2009-10)

- Adopt draft terms of reference for the Partnership Committee with the Department of Education and commence regular meetings.
- Coordinate regional and community teacher education offerings with the Department of Education.
- Develop regional delivery capacity in the Kitikmeot and Kivalliq.

#### Health and Wellness Careers

The principal career programs of this portfolio are Human Services and Nursing. There is an active Partnership Committee co-chaired by the President and the Deputy Minister of Health and Social Services to coordinate training with employment.

#### Objectives

- To train qualified candidates for employment in improving the health and wellness of Nunavummiut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Nursing Degree Program</b>		1,315	<b>1,392</b>	1,462	1,535
Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University. It is developing regional capacity at the Kitikmeot and Kivalliq Campuses.					
<b>Human Services Careers</b>		326	<b>408</b>	428	450
The Kitikmeot Campus offers the Human Services Certificate and Diploma programs. The diploma includes specialties in addictions counsellor and social worker.					
<b>Total, Base Programs</b>		<b>1,641</b>	<b>1,800</b>	<b>1,890</b>	<b>1,985</b>

**Third Party Contracts** 167 **1,150** 1,150 1,150  
 Third party funding supports the training of Community Therapy Assistants, Home and Continuing Care Workers, Maternity Care Workers, Midwives, and Mental Health Counsellors.

<b>Total, Programs</b>	<b>1,808</b>	<b>2,950</b>	<b>3,040</b>	<b>3,135</b>
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**Priorities (2009-10)**

- Enhance transferability between health and social service career training programs.
- Establish nurse training at the Kitikmeot Campus.
- Continue the Partnership Committee with the Department of Health and Social Services to oversee the appropriate delivery of career programs.

**Trade and Technology Careers**

The principal initiative of this portfolio is the trades training facility under construction in Rankin Inlet and the mine training facility proposed for Cambridge Bay. This portfolio works closely with the Nunavut Apprenticeship, Trade and Occupations Board and the Nunavut Mining Round Table.

**Objectives**

- To train qualified candidates for employment in Nunavut’s construction and mining industry.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Trades Programs</b>		1,605	<b>2,491</b>	3,429	3,601
Ukkivik (Iqaluit) delivers all levels of apprenticeship training for carpentry and hairstylist. The trades training centre (Rankin Inlet) will deliver the initial two levels of apprenticeship training for Housing Maintainer Serviceman, Oil Burner Mechanic, Plumbing and Electrical.					
<b>Total, Base Programs</b>		<b>1,605</b>	<b>2,491</b>	<b>3,429</b>	<b>3,601</b>

**Third Party Contracts** 351 **1,300** 1,300 1,300  
 Third party funding supports Community Aerodrome Radio Services, fisheries, and mine training.

<b>Total, Programs</b>	<b>1,956</b>	<b>3,791</b>	<b>4,729</b>	<b>4,901</b>
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**Priorities (2009-10)**

- Complete phase 1 of the trades training centre to a fully operational state.
- Plan for the mine training centre as the core of the proposed Kitikmeot Campus.

- Continue delivery of pre-trades training funded by the Nunavut Housing Trust.
- Deliver the first offering of Housing Maintainer Serviceman.
- Double the capacity of the Carpentry program.

### **Nunavut Research Institute**

Nunavut Research Institute is the lead agency for science, research and technology development in Nunavut. It is the central agency mandated to liaise and coordinate broad-scale science projects in the territory and plays a key role in the development of northern research. It is managed by the Senior Research Officer who is also the Science Advisor for Nunavut.

#### **Objectives**

- To provide leadership in developing, facilitating and promoting traditional knowledge, science, and technology as a resource for Nunavummiut.
- To license all qualified research projects in Nunavut not regulated under the *Wildlife Act* or by archeological site regulations.
- To put Nunavut research into the hands of Nunavummiut.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Nunavut Research Institute</b>		720	<b>759</b>	797	837
Nunavut Research Institute is responsible for licensing all research projects which fall under the <i>Scientist Act</i> . It also provides logistical support to researchers.					
<b>Environment Technology</b>		324	<b>342</b>	359	377
The Institute delivers the Environmental Technology Diploma.					
<b>Total, Base Programs</b>		<b>1,044</b>	<b>1,101</b>	<b>1,156</b>	<b>1,214</b>
<b>Third Party Contracts</b>		394	<b>297</b>	296	296
Third party funding supports International Polar Year (IPY) and science education activities.					
<b>Total, Programs</b>		<b>1,438</b>	<b>1,398</b>	<b>1,452</b>	<b>1,510</b>

#### **Priorities (2009-10)**

- Coordinate the IPY Legacy projects in Nunavut.
- Establish the Nunavut Science Advisory Council.
- Promote student research projects.
- Liaise with the development of the High Arctic Research Station.

## Student Services

Student Services includes residences, cafeteria, counseling, transportation, recreation, and security at the regional campuses. Student Services is divided by the three regional campuses and managed by their respective Deans, except for library services which are managed by the Senior Academic Officer.

### Objectives

- To enhance quality of student life and academic success by addressing the social, personal, recreation and accommodation needs of students.
- To bridge the gaps between students, staff, campus, and community resources.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>Kitikmeot Campus</b>		486	<b>676</b>	710	745
Kitikmeot Campus has 20 student family housing units. It does not have daycare or housing for single students.					
<b>Kivalliq Campus</b>		633	<b>771</b>	810	850
Kivalliq Campus has 12 student family housing units and accommodations for 44 singles. It also has a daycare and limited recreation.					
<b>Nunatta Campus</b>		2,911	<b>2,985</b>	3,134	3,291
Nunatta Campus has a full suite of student services, including counselling, single and family accommodations, daycare and recreation.					
<b>Total, Base Programs</b>		<b>4,030</b>	<b>4,432</b>	<b>4,654</b>	<b>4,886</b>

### Priorities (2009-10)

- Review and consolidate student accommodations at Nunatta Campus.
- Expand daycare services at Nunatta Campus.
- Plan the inclusion of single student accommodations and daycare services in the proposed Kitikmeot Campus.
- Increase library services to the CLCs.

## Administration Services

Administration Services is composed of three offices: President's Office, Academic Affairs Office, and Business Services Office.

### Objectives

- To provide strategic leadership and administrative management for the College.
- To satisfy the requirements of the Government of Nunavut and the Auditor General of Canada.
- To lead the achievement of the strategic goal of achieving academic excellence.

- To lead the achievement of the strategic goal of strengthening college systems and operations.

<b>Programs</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>President's Office</b>		742	<b>767</b>	805	846
The President's Office (Iqaluit) supports the Board of Governors and is responsible for the overall direction and management of the College. It includes the Public Affairs Officer (Arviat) who provides communication services and maintains <a href="http://www.arcticcollege.ca">www.arcticcollege.ca</a> .					
<b>Academic Affairs Office</b>		394	<b>450</b>	473	496
The Academic Affairs Office (Arviat) is responsible for program quality assurance, needs assessment, institutional transfer agreements, and academic partnerships. The Office is also responsible for college-wide prior learning recognition strategies, professional development, and library services. The Academic Affairs Office is managed by the Senior Academic Officer.					
<b>Business Services Office</b>		3,939	<b>4,143</b>	4,350	4,568
The Business Services Office (Arviat) is responsible for the delivery of finance, human resource, registrar, and information technology services. The Office also has staff in Cambridge Bay, Iqaluit, and Rankin Inlet. The Business Services Office is managed by the Senior Business Officer.					
<b>Total, Base Programs</b>		<b>5,075</b>	<b>5,360</b>	<b>5,628</b>	<b>5,910</b>
<b>Third Party Contracts</b>		1,641	<b>716</b>	0	0
Third party funding supports the Prior Learning Assessment and Recognition Project managed by the Academic Affairs Office.					
<b>Total, Programs</b>		<b>6,716</b>	<b>6,076</b>	<b>5,628</b>	<b>5,910</b>

#### **Priorities (2009-10)**

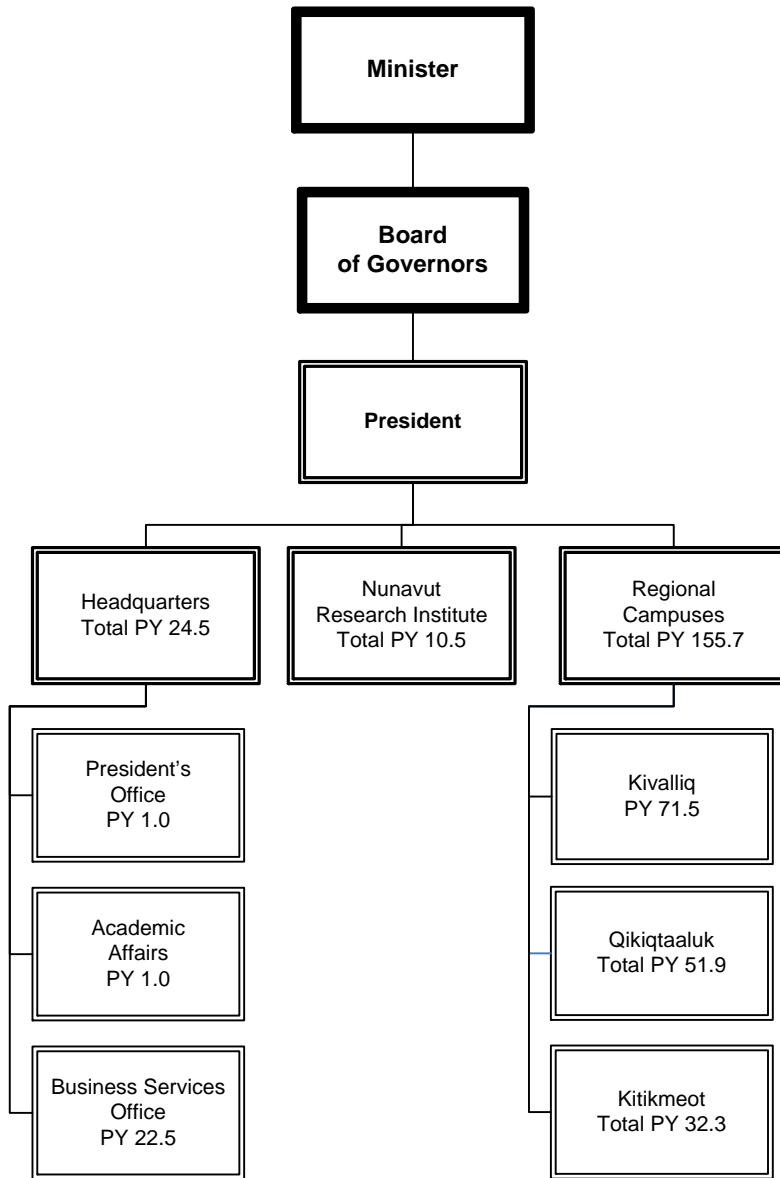
- Develop distance learning infrastructure under MOU with CGS Informatics.
- Develop generic and strategic success indicators for the Nunavut Arctic College Report Card.
- Implement prior learning recognition strategies across all College programs.
- Develop an Adult Education Certificate for professional development.
- Develop quality assurance measures and benchmarks.
- Develop the capacity of the University of the Arctic to support student mobility and a university studies diploma in partnership with Aurora and Yukon Colleges.

Nunavut Arctic College

<b>College</b>	<b>Budget (\$000)</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>
<b>College Total, Base Programs</b>		<b>21,466</b>	<b>25,720</b>	<b>27,828</b>	<b>29,212</b>
<b>College Total, Third Party</b>		<b>4,432</b>	<b>9,656</b>	<b>8,339</b>	<b>8,339</b>
<b>College Total, Programs</b>		<b>25,898</b>	<b>35,376</b>	<b>36,167</b>	<b>37,551</b>



## Appendix I: Accounting Structure Chart



## Appendix II: Financial Summary

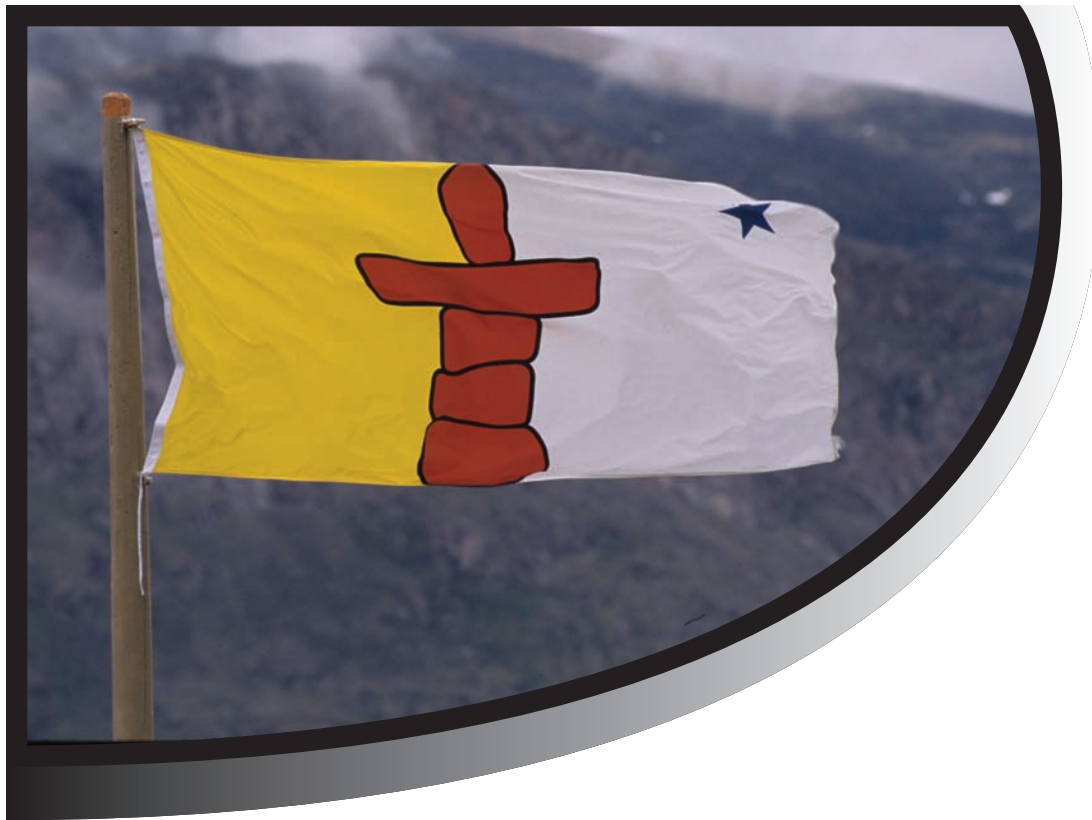
### DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET – ALL SOURCES

	Headquarters (\$000)	Qikiqtaaluk (\$000)	Kivalliq (\$000)	Kitikmeot (\$000)	Total (\$000)
Compensation and Benefits	4,021	8,176	7,379	2,520	<b>22,096</b>
Grants and Contributions	–	–	–	–	–
Travel and Transportation	467	759	726	219	<b>2,171</b>
Materials and Supplies	77	524	425	187	<b>1,213</b>
Purchased Services	149	205	201	34	<b>589</b>
Utilities	27	156	3	4	<b>190</b>
Contract Services	896	3,300	1,729	1,727	<b>7,652</b>
Fees and Payments	364	743	37	104	<b>1,248</b>
Other Expenses	75	63	59	20	<b>217</b>
<b>Total Operations and Maintenance</b>	<b>6,076</b>	<b>13,926</b>	<b>10,559</b>	<b>4,815</b>	<b>35,376</b>
<b>Third Party Funding</b>	<b>716</b>	<b>2,761</b>	<b>3,966</b>	<b>2,213</b>	<b>9,656</b>
<b>Total</b>	<b>5,360</b>	<b>11,165</b>	<b>6,593</b>	<b>2,602</b>	<b>25,720</b>

## Appendix III: Inuit Employment Targets

Inuit Employment Representation	As of December 31, 2008		Target for 2010	
	Number #	Capacity %	Number #	Capacity %
<b>Total Department Positions</b>	<b>167.2</b>		<b>167.2</b>	
Total Filled Positions	141.6	85%	148.6	89%
Total Vacancies	25.6		18.6	
Total Beneficiaries	67.0	47%	74.0	50%
<b>Total Executive Positions</b>	<b>1.0</b>		<b>1.0</b>	
Total Filled Executive Positions	1.0	100%	1.0	100%
Total Vacant Executive Positions	0.0		0.0	
Total Beneficiaries in Executive Positions	0.0	0%	0.0	0%
<b>Total Senior Management Positions</b>	<b>7.0</b>		<b>7.0</b>	
Total Filled Senior Management Positions	6.0	86%	6.0	86%
Total Vacant Senior Management Positions	1.0		1.0	
Total Beneficiaries in Sr. Management Positions	2.0	33%	2.0	33%
<b>Total Middle Management Positions</b>	<b>19.0</b>		<b>19.0</b>	
Total Filled Middle Management Positions	17.0	89%	18.0	95%
Total Vacant Middle Management Positions	2.0		1.0	
Total Beneficiaries in Middle Management Positions.	7.0	41%	8.0	44%
<b>Total Professional Positions</b>	<b>92.8</b>		<b>92.8</b>	
Total Filled Professional Positions	77.8	84%	83.8	90%
Total Vacant Professional Positions	15.0		9.0	
Total Beneficiaries in Professional Positions	28.0	36%	34.0	41%
<b>Total Paraprofessional Positions</b>	<b>23.5</b>		<b>23.5</b>	
Total Filled Paraprofessional Positions	20.5	87%	20.5	87%
Total Vacant Paraprofessional Positions	3.0		3.0	
Total Beneficiaries in Paraprofessional Positions	12.0	59%	12.0	65%
<b>Total Administrative Support Positions</b>	<b>23.9</b>		<b>23.9</b>	
Total Filled Administrative Support Positions	19.3	81%	19.3	81%
Total Vacant Administrative Support Positions	4.6		4.6	
Total Beneficiaries in Administrative Support Positions	18.0	93%	18.0	93%

Note: Nunavut Arctic College has a total of 190.7 PYs. This table includes 155.2 PYs for Vote 1 and 12.0 PYs for Votes 4/5. The remaining 23.5 PYs are third party positions in Vote 4/5.



**2009-2010**

**Government of Nunavut  
Business Plan**

