



2010-2013

**Government of Nunavut
Business Plan**



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INTRODUCTION

The Mandate of the Government of Nunavut (GN) for 2009-2013 is titled “*Tamapta/CL^{CC}: Building our future together*” (Tamapta). It consists of a Vision, Guiding Principles, Priorities, and an Action Plan for the coming three years. It espouses a Vision for the year 2030 and seeks to address the needs of Nunavummiut. It is based in large part on what Nunavummiut had to say about the Government of Nunavut through the “Qanukkanniq Report Card”, which was conducted in the spring and summer of 2009 and was made public on October 1, 2009.

That project collected the public’s perceptions of government and presented an analysis of government programs and services, which resulted in a number of recommendations. Along with the Vision and Priorities, those recommendations served as the basis for Full Caucus crafting a detailed Action Plan as the final document to complete the *Tamapta* mandate.

This is the first year that the Government of Nunavut has crafted a multi-year Business Plan. By stating operational priorities for the years 2010 to 2013, the Business Plan provides operational details for the implementation of *Tamapta* for the years 2009 to 2013. The Legislative Assembly will still review the Main Estimates and Business Plan annually. However, it is hoped that, by extending the program planning cycle to three years, both planning and budgeting will be enhanced. By presenting this detailed plan for the next three years, the Government will improve its focus on those issues which Members of the Legislative Assembly, and ultimately all Nunavummiut, have stated are most important to them.

While each department’s element of the Business Plan previously included expenditure projections for three years, the Business Plan now also includes specific program priorities for each of those years. The format of the Business Plan also continues with changes initiated in the 2009/10 Business Plan by aggregating a number of sections of the plan into larger collective GN sections, followed by departmental details and priorities for their Core Business areas. This is the case for both the Environmental Scan and the Inuit Employment sections, both of which take a Government of Nunavut-wide approach instead of being departmentally focused.

The Business Plan is introduced by the *Tamapta/CL^{CC}: Building our future together* mandate, as it provides the context for the government’s plans, the full Vision & Priorities, including the Guiding Principles, are reproduced as the introduction to this plan. The full Action Plan, with its 61 priority action areas, has not been included in this document due to its length. The full document is readily available on the Government of Nunavut website at www.gov.nu.ca.

This is followed by a GN Inuit Employment Plan at the beginning of the Business Plan. The Departmental sections that follow focus on Core Business, detailing departmental program areas and tactical/operational priorities for the next three years.

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 **Inuit Employment Plan** provides information on both government-wide Inuit employment goals and initiatives for the 2010-2011 fiscal year, as well as an aggregation of initiatives of individual departments. The Department of Human Resources, with the assistance of all other departments and agencies is currently working on preparing a multi-year (2010-2013) Inuit Employment Plan for the entire Government of Nunavut as an organization. It is felt that an organizational perspective and plans are required.

The **Core Business** section describes all departments' 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 2009-2010 fiscal year. New priorities for each program are outlined for 2010-2013.

The **Appendix** for each department provides a detailed financial summary for operations. This information ties the Business Plan to the Main Estimates. Some departments have further appendices with information relevant to their operations.

The Business Plan no longer includes an Accounting Structure Chart for each department, as the identical chart is already presented in the Main Estimates document.

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 2010-2013 Main Estimates.

It should be noted that both the Business Plan and the Main Estimates use the same prefix for the page numbers for each department or agency. Reference to a page should therefore also reference the document.

Electronic copies of all relevant mandate, planning, and budget documents, including the GN 2010-2013 Business Plan, can be found on the Government of Nunavut's website at www.gov.nu.ca.



TAMAPTA

CL^cC

Building our future together

Government of Nunavut Priorities

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OUR VISION

Our vision comes from who we are, what we have accomplished, and where we are heading. The next 20 years will come and go very quickly. Guided by Inuit values and culture, by the year 2030:

Nunavummiut will continue to have a highly valued quality of life and a much better standard of living for those most in need.

Individuals and families will all be active, healthy and happy.

Communities will be self-reliant, based on Inuit societal values, with reduced dependence on government.

Nunavut will be recognized for our unique culture, our ability to help one another, and for our useful contributions to Canadian and global issues.

TOGETHER WE CAN REACH OUR VISION

It will take all of us working together, for the next two decades, to reach our vision. The 2030 vision for Nunavut acknowledges and builds on our history as a Territory and the good work that has already been done. But there is still much more to do and government cannot act alone.

The actions we take today will have a big impact on tomorrow. With this in mind, the mandate from 2009 – 2013 addresses our most important priorities for people and for our communities. It ensures that for generations to come Nunavut is a wonderful place to live with a wide range of opportunities and a variety of economies.

Our past, the present, and our future:

- In the first ten years (1999 – 2009) Nunavut came into formal existence and is now well established as a Territory. In the beginning, the focus was on developing a system for governance, infrastructure, basic programs and services and making a good start on cultivating our ability to govern ourselves.
- In this mandate (2009 – 2013) we will keep going - maintain the momentum - by working together with Nunavummiut. Our focus will be on communities and people working with government to build our future. We will review where we are, and build on our successes while improving the things that are not working well.
- Over the next ten years (between now and 2020) we will continue to actively pursue the goals of the first two Assemblies, without losing sight of our long-term priorities.
- Through steady progress (between now and 2030) Nunavut will be better able to realize and live up to its potential and will allow us to reach our vision.

GUIDING PRINCIPLES

Inuit have always lived in a harsh climate. Survival is only achieved by working together and passing on life skills and principles for living. Over the past ten years, our government has been guided by Inuit societal values, including those outlined in *Pinasuaqtavut*. We will continue to be guided by these principles from now into the future:

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.

WE SHOULD ALL HAVE WHAT WE NEED

All Nunavummiut deserve to have their basic needs met. This means working together with families and communities to ensure:

- Affordable, healthy food, safe water, and a home
- Safety
- A sense of belonging and purpose
- Family support and friendship
- Education and opportunities to learn
- Communication in our preferred language
- Personal responsibility
- Pride in our culture and in who we are
- Stewardship of our environment and wildlife
- Access to the land for personal growth
- Opportunities for fun, recreation and cultural activities

TAMAPTA: BUILDING OUR FUTURE TOGETHER

We can improve the quality of life for all Nunavummiut. Our government is making a solid commitment to undertake and support the following priorities in the years 2009 to 2013:

➤ Improve education and training outcomes

Nunavut should have a wider range of options for education, adult learning and training. We need to recognize all types of accomplishments to empower our youth to take on leadership roles that reflect their personal aspirations and culture. Our goal is to have more graduates and to reduce the gap between unemployed people and job opportunities. Families will be encouraged to work with schools to find more ways to support students and help them continue learning.

➤ Reduce poverty

Too many Nunavummiut live in poverty and suffer its effects. We believe that everyone should have their basic needs met and we are committed to doing this. Developing a standard for Nunavut's quality of life will be a start to ensuring that all Nunavummiut will have what they need.

➤ Connect our community

Elders provide cultural continuity, help develop leadership, and pass on our traditional skills and knowledge. All generations, from youth to elders, will be encouraged and supported in expanding their individual roles in governance and leadership. We will increase opportunities and programs to support social, sports, recreational and traditional activities in communities and on the land.

➤ Increase housing options

Everyone deserves to have a home. As our population continues to grow, we will build more housing and provide better diversification in the type of housing available. In doing this, we will provide opportunities for Nunavummiut to learn new skills and be gainfully employed while addressing one of our most important needs.

➤ Increase support for culture and the arts

Nunavut is recognized for its unique language, culture, heritage and rich artistic presence. By taking active ownership of our cultural identity, we will provide more opportunities for all aspects of the arts to flourish. We will work together with communities, artists, and businesses to build a more cohesive culture and arts sector. It

will include traditional and contemporary visual arts, language, performing arts, and all other forms of artistic expression.

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

There are too many people experiencing personal pain and hardships without enough assurance that they will be helped. We will establish an office for advocacy and action on behalf of challenged and disadvantaged individuals and groups. Government support will be inclusive and integrated, offering help for all those experiencing serious difficulties but targeting help to those at most significant risk or disadvantage.

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

Inuit have historically worked together as families and communities to provide for themselves while caring for our land and natural resources. We should all have opportunities to take care of our family needs in a way that is consistent with our interests and abilities, our cultural values and current realities. By working in partnership with government, communities will become more economically active, productive and self reliant and Nunavummiut will continue to be stewards of our environment.

➤ **Address social concerns at their roots**

We have spent a long time talking about issues and finding ways to resolve them. It is essential to be more holistic in our approaches and to understand what is causing the problems in the first place. Early prevention and intervention will help to reduce alcohol and drug abuse, suicide and crime, especially if the solutions are driven by community members. Many people are already actively involved in helping their communities as volunteers. Enhancing our cultural pride and asserting our identity will further strengthen our self-sufficiency and ability to help each other as families and communities.

➤ **Improve health through prevention**

Health and wellbeing of all Nunavummiut is critical to improving northern quality of life. We all have a role to play in being active, healthy and happy. Our focus will be on early prevention of health problems and improving the overall standard of living in Nunavut. Emphasis will be placed on those who are the least able to look after themselves.

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

Nunavut is a wonderful and welcoming place to live, with a vibrant mix of many cultures. Climate change and its impact on the Northwest Passage have increased awareness of the north and the ways of Inuit. The eyes of the world are on our Territory.

We must now show the determination and ability to present our views and ideas on matters of national and global importance. We will assert our presence, establishing our credibility and voice outside of Nunavut.

➤ **Strengthen the public service**

Through the Qanukkanniq Report Card, Nunavummiut provided their input on the areas where their government was performing well and where the public service required improvement. All of the actions under Tamapta will be either delivered by or coordinated with the Government of Nunavut's public service. In order to reach our Vision, the public service must have the resources and tools necessary to effectively carry out their work, including improved financial, human resources, business planning, and informatics systems.

DECLARATION OF CONFIDENCE

We believe in Nunavut.

**We have hope for its vibrant future,
built by our people pursuing their dreams.**

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ENVIRONMENTAL SCAN

In working toward its Vision, the Government of Nunavut must take into account a wide range of issues that address the unique opportunities and challenges of the territory and its people. These circumstances include Nunavut's unique 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 the approaches the Government will adopt in pursuing its work.

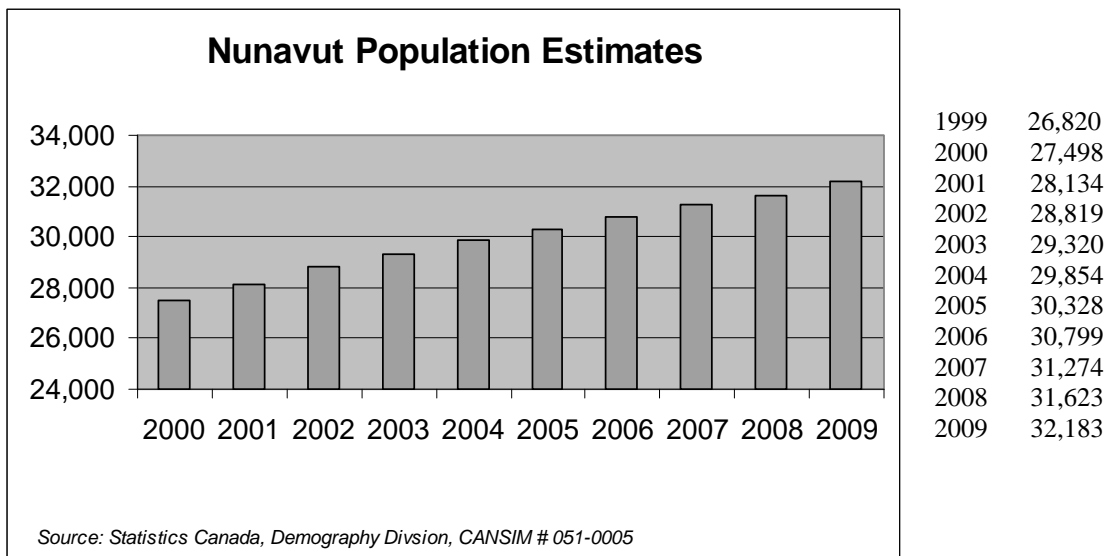
The environmental factors having the most direct impacts on our work include:

- Demographics
- Geography
- The Economy
- Social and Cultural Factors
- Energy and the Environment
- Infrastructure
- Resource & Capacity Challenges
- Governance

This section of the Business Plan will explore the impact that all of these factors have on the approach the Government of Nunavut takes to serving Nunavummiut.

Demographics

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



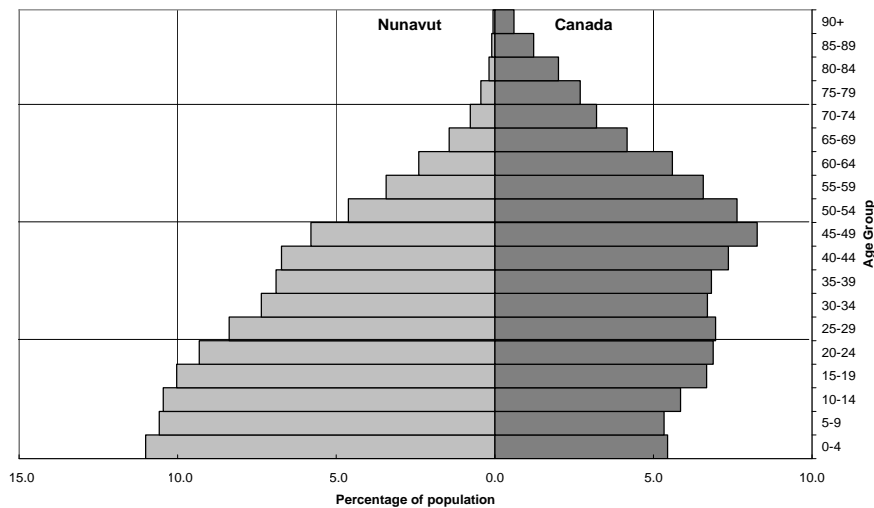
In order to effectively plan for future growth of programs, it is essential that demographics, including the age distribution of the population, be consistently monitored and incorporated into strategic and operational plans.

**Nunavut and Canada Population by five year age groups
Estimates as of July 1, 2009**

	Nunavut	Canada	% Nunavut	% Canada
0 to 4 years	3,544	183,7724	11.0	5.4
5 to 9 years	3,406	179,9302	10.6	5.3
10 to 14 years	3,365	197,4580	10.5	5.9
15 to 19 years	3,228	225,2125	10.0	6.7
20 to 24 years	2,999	232,1435	9.3	6.9
25 to 29 years	2,696	234,7947	8.4	7.0
30 to 34 years	2,369	2,261,715	7.4	6.7
35 to 39 years	2,220	2,302,991	6.9	6.8
40 to 44 years	2,165	2,484,703	6.7	7.4
45 to 49 years	1,866	2,790,065	5.8	8.3
50 to 54 years	1,486	2,575,414	4.6	7.6
55 to 59 years	1,103	2,216,810	3.4	6.6
60 to 64 years	772	1,887,602	2.4	5.6
65 to 69 years	463	1,407,085	1.4	4.2
70 to 74 years	249	1,080,820	0.8	3.2
75 to 79 years	142	907,974	0.4	2.7
80 to 84 years	59	675,584	0.2	2.0
85 to 89 years	32	412,696	0.1	1.2
90 years and over	19	203,287	0.1	0.6
Total	32,183	33,739,859	100.0	100.0

Source: Statistics Canada. Special tabulation based on 2006 census

**Nunavut and Canada Population by Five Year Age Groups
Estimates as of July 1, 2009**



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 32,183 (as of July 1, 2009). This results in a population density of only 0.016 people per square kilometre. For comparison, Canada has a population density of 3.4 people per square kilometre (based on 9.985 km², with a population of 33,739,859).

Community Population Estimates, 2008

Iqaluit	6,630	Kugaaruk	716
Arviat	2,205	Coral Harbour	833
Rankin Inlet	2,559	Sanikiluaq	779
Baker Lake	1,842	Repulse Bay	813
Igloolik	1,617	Hall Beach	674
Cambridge Bay	1,599	Arctic Bay	720
Kugluktuk	1,390	Qikiqtarjuaq	503
Pangnirtung	1,414	Kimmitut	430
Pond Inlet	1,398	Chesterfield Inlet	362
Cape Dorset	1,319	Whale Cove	375
Gjoa Haven	1,124	Resolute	246
Clyde River	873	Grise Fiord	145
Taloyoak	855	Other areas	27

Note: Postcensal estimates are based on the 2006 census counts adjusted for net census undercoverage and for the estimated population growth that occurred since that census.

This widely dispersed population presents a significant challenge, given the steep cost of transportation. In order to serve the public, there will 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.

The headquarters functions for most government departments are located in 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 work effectively with Nunavummiut to ensure that everyone’s needs can be addressed.

Distances and cost of flights from Iqaluit to communities in Nunavut as of November 2009

	Flight distance to Iqaluit (kilometres)	Cost of flight to Iqaluit (\$)
ARCTIC BAY	1,227	2,536.80
ARVIAT	1,334	2,361.45
BAKER LAKE	1,330	2,178.75
CAMBRIDGE BAY	1,699	3,176.61
CAPE DORSET	394	577.50
CHESTERFIELD INLET	1,094	3,024.00
CLYDE RIVER	747	934.50
CORAL HARBOUR	715	3,024.00
GJOA HAVEN	1,328	3,806.61
GRISE FIORD	1,500	3,573.00
HALL BEACH	795	1,045.80
IGLOOLIK	856	1,045.80
KIMMIRUT	121	541.80
KUGAARUK	1,088	4,424.01
KUGLUKTUK	2,117	2,989.71
PANGNIRTUNG	297	415.80
POND INLET	1,065	1,331.40
QIKIQTARJUAQ	470	581.70
RANKIN INLET	1,176	1,541.50
REPULSE BAY	881	3,024.00
RESOLUTE	1,572	4,244.10
SANIKILUAQ	995	4,099.98
TALOYOAK	1,263	4,088.01
WHALE COVE	1,221	2,142.00
AVERAGE	1,054	2,363.00

The Economy

Nunavut's mixed economy is characterized by traditional land use activities, a relatively large public sector, and vast mineral potential. Numerous economic sectors hold great potential, but are currently underdeveloped, such as tourism, fisheries, arts & crafts and film.

Key challenges in the development of Nunavut's economy include the development of transportation infrastructure, the development of a robust community-based entrepreneurial sector, the orderly development of mineral and petroleum resources, the cost of reaching suppliers and markets, and the need to build capacity in the workforce. Continuing economic problems include the high cost of doing business, low

employment rate, and economic leakages and distortions. Nunavummiut need to be in a position to participate in all aspects of economic growth in the territory. The primary objective of government in this area is to help transform Nunavut's enormous potential into economic benefits for Nunavummiut.

Community Economic Development and Entrepreneurship

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 education, training and skills development in business. Local human resource capacity issues, which limit economic growth in the territory, must be addressed through education and skills development, in order to promote and support local entrepreneurship.

Community-based economic 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.

Mineral and Petroleum Exploration and Development

Nunavut is recognized as one of Canada's most attractive jurisdictions for mineral and petroleum exploration and investment. The development of our mineral and petroleum resources has the potential to generate significant economic benefits for Nunavut. However, it is imperative that development occur with the agreement of Nunavummiut, and that individuals and businesses in the territory are prepared to take full advantage of the opportunities.

The global recession and collapse in commodity prices has had a significant impact on Nunavut's mineral exploration. Many smaller exploration projects were inactive in 2009. However, the Meadowbank and Hope Bay gold projects are not expected to be affected. In fact, they may benefit from the lower fuel and construction costs and recent increases in the price of gold.

Nunavut has excellent 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 mineral exploration and mining sectors require large expenditures for capital and exploration and the industry must receive a large portion of these funds from private investors and shareholders. Investors may not be as likely to provide capital for 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 may increase its dependence on the federal government.

Control of land and resource management responsibilities is essential to long-term economic development and the territory's self-sufficiency. Currently, the federal government controls the revenue generated from developed Crown lands in Nunavut. This is not the case in the provinces or the Yukon.

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. Devolution will provide Nunavut with control and the opportunity to collect mineral and petroleum royalties. Given the Government of Canada's recent appointment of a Chief Federal Representative for Nunavut devolution, the Government of Nunavut must dedicate resources to devolution preparation and negotiation.

Tourism, Trade and Cultural Industries

Nunavut's distinctive attractions have tremendous potential to support the development of tourism. 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 abroad. In 2009, tourism was negatively impacted by the global recession.

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.

Inuit cultural activities, and above all, Inuit stories, form the basis for viable economic activity and help create sustainable livelihoods for families through the arts, crafts and cultural industries. 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 worldwide, and contribute to the success of other economic sectors, such as tourism. However, accessibility of markets needs to be fostered and marketing opportunities need to be generated and supported.

A primary concern in 2010-2011 will be the state of the Canadian economy and the impact of the global financial crisis on Nunavut. Fortunately, Canada was not impacted by the crisis as severely as other countries. 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 as Canadian exports to the U.S. market decline. The Government of Nunavut needs to continue closely monitor the Global, National and Territorial impacts of the uncertain economic situation in order to most effectively forecast and risk manage the impact on the Government's priorities.

Labour Market

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 all governments and other institutions. 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.

On average for August to October 2009, the number of employed people in Nunavut was estimated at 11,100, down by 200 from the 3-month average ending in November 2008. Also on average for August to October 2009, the employment rate was 52.2% while the unemployment rate was estimated at 12.3%.¹

Comparative data from earlier years must be used with caution, as the Labour Force Survey has only recently been expanded to nineteen communities, having previously been based exclusively on Nunavut's ten largest communities. However, the general trend was two years of employment growth from 2005 to 2007, followed by two years of decreases in the number of employed people from 2007 to 2008.

Declines in employment have been both amongst Inuit and non-Inuit. In November 2009, the employment rate was 42.7% for Inuit and 88.3% for non-Inuit, a wider difference compared with the previous year.

Income Support

Between 1999 and 2008/09 Income Support expenditures have increased from \$21 million to \$28.1 million, largely due to an increased caseload. In 2008, approximately 6,302 different heads of household (15,523 recipients), or 50% of family units continue to seek and are reliant on income support during the year (Department of Education data).

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 become adults, efforts 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.

¹ Source: Statistics Canada, Labour Force Survey, CANSIM tables # 282-0100 and #282-0054, and special tabulations.

In September 2006, preliminary work began on an automated Income Support Case Management System. The system is designed to produce statistical data, 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 may assist in identifying individuals who need help applying for their eligible federal old age benefits. Limited staff capacity continues to delay mandatory system testing that ensures compliance with the Financial Administration Act and the Financial Administration Manual. These delays push the anticipated deployment of the system into 2010.

Social and Cultural Factors

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.

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.

Nunavummiut express a desire to have a government that reflects their values, traditional knowledge, and approach to life. The Government of Nunavut has the opportunity to create 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.

While the Government of Nunavut does follow the guiding principles of Inuit Societal Values outlined in *Tamapta/CL^{CC}: Building our future together*, much work remains to be done to reflect those values in all of the government's policies, programs, and workplaces.

Language

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 comes into effect (passed in 2008, but not yet in force). Its companion, the *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, to ensure that it remains at the center of education, work and daily life across the territory.

Under the existing *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, in the Inuit Language, English or French.

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 *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 Government of Nunavut must also ensure that it consistently recognizes 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.

Youth

Nunavut’s youth are expected to straddle two cultures. Many start families young, have comparatively 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.

While the Government of Nunavut 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. These initiatives are successful only with effective partnerships with communities, families, and elders.

Sport and recreational programming in communities plays a vital role in developing and sustaining a healthy and active population. Nunavummiut of all ages benefit from 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. Opportunities must be sought to support Nunavummiut who wish to represent their territory nationally and internationally at major multi-sport games such as the Arctic Winter Games, Canada Games, and North American Indigenous Games.

Traditional activities are also important to youth as they develop, and opportunities to participate in these activities must be fostered and supported by communities and government.

Elders

The majority of elderly people 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 using the Inuit Language in the workplace and ensuring that there are government positions that can provide services and programs in the language of choice.

Elders who have lived on the land are a repository of oral history and tradition, and may be able to give youth critical adaptation tools, helping them connect with their culture, heritage, and the land. Dialogue between youth and elders also provides opportunities for elders to understand the modern influences on the lifestyle and unique challenges of our youth.

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.

Educational Attainment

As the global and Canadian economy recovers, economic activity in Nunavut will also recover, particularly in the mining sector. However, Inuit Nunavummiut may not benefit from the recovery to the same degree as non-Aboriginal Canadians, both in Nunavut and in the rest of Canada. In large part, this is due to differences in educational opportunities and attainment.

For all educational attainment indicators, except trades and college, Inuit Canadians aged 24-64 are significantly behind non-Aboriginal Canadians. Overall, just 31% of

Inuit Nunavummiut reported that they have some post-secondary education compared to 61% of non-Aboriginal Canadians. The difference is most acute for those without high school graduation and university. The differences in educational indicators are reflected in the 2006 employment and unemployment rates and average earnings. Inuit Canadians do not participate in and benefit from the economy to the same degree as non-aboriginal Canadians.

Educational Attainment of Inuit and Non-Aboriginal People aged 25 to 64 ²

	Inuit Nunavummiut	Non-Inuit Nunavummiut	Non-Aboriginal Canadians
Without high school graduation	60%	7%	15%
High school graduation or equivalent	9%	14%	24%
Post-Secondary Qualification	31%	78%	61%
Trades Certificate or Diploma	10%	8%	12%
College Certificate or Diploma	18%	24%	20%
University Certificate, Diploma, or Degree	4%	46%	28%

Educational Needs

Nunavut’s growing population will have a long-term impact on the educational programs and services offered by the Government of Nunavut and Nunavut Arctic College at all levels, putting pressure on existing structural and human capital. Geography plays an important role in the design, delivery, and evaluation of educational programming in Nunavut. Improved information technology infrastructure is essential to support distance learning and program delivery in all education and training areas throughout the territory.

Our successes have been driven in large part by funding targeted at specific employer needs. As a result, Nunavut has a series of impressive achievements in career training and professional education. However, we are challenged by the need to make similar advances in building general adult learning capacity both for Nunavummiut preparing for college and for Nunavummiut who need general university preparation.

The most critical challenge in developing a skilled Nunavummiut workforce able to compete in a modern economy is the high school diploma or equivalent. 60% of Inuit Nunavummiut aged 25-64 lack high school graduation compared to only 15% of non-

² <http://www.statcan.gc.ca/pub/89-636-x/2008001/tab/tab5-eng.htm>

Aboriginal Canadians. A major reason for this extreme situation was the lack of adequate investment in high school education prior to the creation of Nunavut. Funding is urgently needed to encourage and enable adult Nunavummiut to complete a High School Graduation Diploma for Mature Students.

The next most critical challenge is post-secondary education. Only 4% of Inuit Nunavummiut have some university education compared to 28% of non-Aboriginal Canadians. Successful university partnerships have already been delivered in Nunavut (e.g. teacher and nurse education), but general university capacity also needs to be built. There is currently no university in the north. There may be significant opportunities to provide accessible university education in the North, for the North and by the North; education that is uniquely committed to the sustainability of the North and the needs and cultures of the people who live here.

Early Childhood Education

Licensed childcare facilities and early childhood programs are operated by non-governmental societies or groups. The Government of Nunavut assists organizations through funding and support to help facilitate services. Due to cost of program delivery, some licensed facilities have had to raise parental fees, increasing the financial burden on families whose children participate in licensed early childhood development programs, which may hinder participation in training or entry into the work force. The availability of appropriate early childhood spaces and programs is limited in many communities, and there is a need to ensure that staff working in these facilities and programs are properly trained. The *Education Act* mandates that District Education Authorities must provide early childhood programs that promote Inuit language and culture.

Kindergarten to Grade 12 (K-12) Schools

High school education attainment within Nunavut has shown significant improvement over the past decade, with nearly 250 students graduating in 2009, compared to 134 in 2004, and only 91 in 1998 (Department of Education data). Youth are becoming more aware of the positive impacts an education can have on all aspects of their future. It must be noted that graduation rates from grade 12, college, and university remain significantly below national averages. While progress is being made to reduce the dropout rate in Nunavut, overall 38% of adults have not graduated from high school.

The K-12 school system will face numerous challenges 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*. It is anticipated that upwards of 70 new teachers must be hired and housed in order to meet the required pupil-teacher ratio in 2011-12. Increasing the number of Inuit educators, producing bilingual curriculum, teaching and learning materials for all grades, and addressing impediments that affect the hiring of

new teachers, such as the availability and affordability of housing, are all important in strengthening K-12 education in Nunavut.

Adult Education

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 number of grade 12 graduates increases the post secondary cohort in Nunavut is expected to grow in parallel. This will have a significant impact on the demand for programs and services. This growth will result in increased pressures in all of the following program areas: post secondary education, student financial assistance, early childhood services, literacy, trades training, apprenticeships, and adult basic education.

A priority effort is also needed to strategically focus on raising literacy skills (English and Inuit language) and basic education levels. New, short-term funding from the federal government fiscal stimulus package initiated in 2009 will support an increase in funding availability and flexibility over the next few years, but does not provide a long-term solution. The current Adult Basic Education and General Education Development Program programs are not meeting the needs of all clients. A made-in-Nunavut Mature High School Graduation program, as well as the utilization of Prior Learning Assessment and Recognition (PLAR) in skills development and recognition may improve adult education outcomes. Training and educational opportunities for unilingual Inuit adults 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.

Health Status of Nunavummiut

The delivery of health care services faces many unique challenges and needs when it comes to providing for the health and well-being of Nunavummiut. 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 government. 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.

The Government of Nunavut 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 of the health system

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. The Government of Nunavut 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.

In order to help contain cost increases, proactive steps are being taken to strengthen financial and human resource management. Greater emphasis is being placed on the evaluation of departmental programs and services to ensure effectiveness and efficiency. The Department of Health and Social Services is undertaking a comprehensive review to establish acceptable levels of service for health care delivery in each of Nunavut's 25 communities. This evaluation will provide the essential background information, evidence and expert guidance needed to support future decisions about optimal staffing and service delivery models.

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. There is a need for increased and improved communications initiatives aimed at better informing Nunavummiut about the insured and supplemental health benefits that are available, and how to access these programs and services.

Health Information

Current gaps in health data and capacity in the specialized field of health information and research compromise the ability to effectively design, deliver and evaluate its programs, and perhaps more importantly, report on the health status of Nunavummiut.

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. The Electronic Health Record (EHR) initiative is currently underway and will be fully implemented in all communities in Nunavut by 2012. However, a public health surveillance system is still required, as well as a case management system to carry out social services related responsibilities.

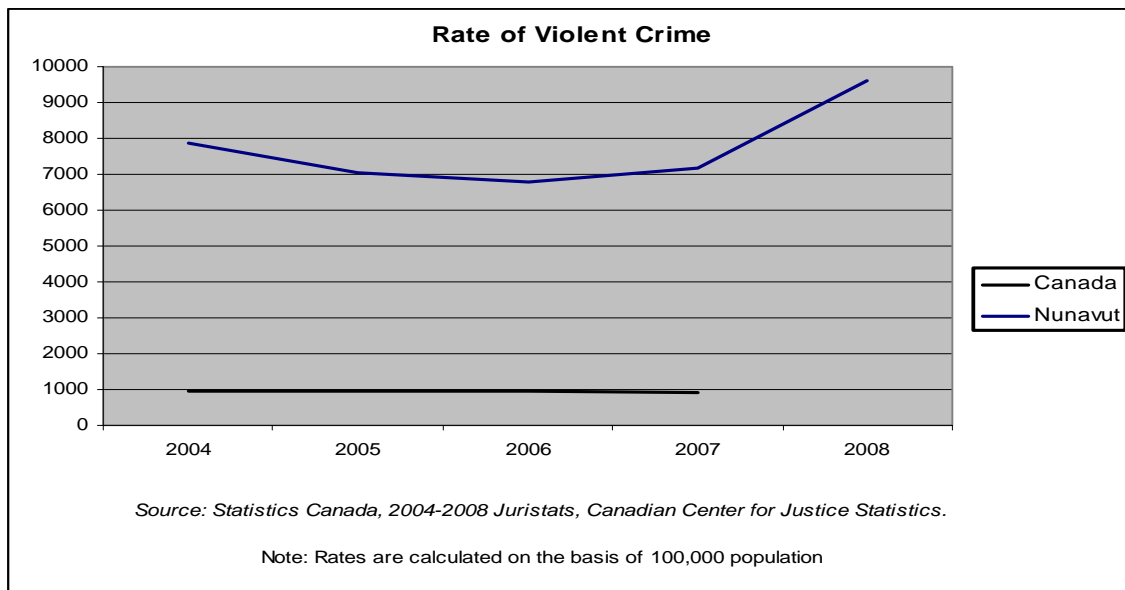
Crime & Justice

There are a number of factors posing unique challenges for the administration of justice. Unless changes are made to the existing systems, the young demographic and rapid population growth will continue to put strain on the formal institutions of the criminal justice system. Youth are most likely to come into conflict with law enforcement, which has a direct impact on the resources required to assist offenders, victims, and communities.

Crime rates, especially for violence, 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 that are community-driven and culturally appropriate are needed. There is a need for a continued emphasis on crime prevention and programs for offenders and victims. Prevention requires a coordinated response involving individuals, families, communities, private and government resources.

Recent statistics provided by the RCMP “V” Division indicate that occurrences ranging from violation of territorial statutes, such as the *Liquor Act*, to *Criminal Code* violations have increased from 2008.

The increase in firearms-related offenses, breaches of the peace, break-ins, assaults, sexual assaults, and uttering threats speaks to the need for a coordinated strategic approach by all pertinent stakeholders to deal with crime prevention and reduction, as well as with appropriate and proportional sanctions for such offenses.



Many of these crimes are fuelled by substance abuse, predominantly alcohol, which again underscores the necessity for a coordinated approach to crime prevention, public safety and community justice that factors in both social and justice imperatives.

Many factors could help explain the high rate of crime in Nunavut, including low overall educational attainment, overcrowded homes, and substance abuse, which is frequently associated with unemployment, family violence, and suicide. The impact of substance abuse is felt by a wide range of people.

The high rates of domestic violence are well known and pose special challenges to the justice system. However, more information is required to understand crime rates and the effect of the various elements of the justice system on other types of crime. There remains a need for an integrated information system that can provide better communication and information sharing between various users.

The Corrections system suffers from a lack of institutional bed space to meet the increasing demand, and to repatriate all territorial offenders, male and female, who are currently being held in other jurisdictions, including the Northwest Territories, Ontario, and Nova Scotia. It is a challenge to provide culturally relevant programming to offenders, even within the territory, let alone in other jurisdictions.

Adequate support is needed for Community Justice Committees to develop community-based solutions. There is 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. This would include community-based dispute resolution mechanisms, in place of southern adversarial practices or formal justice institutions.

A lack of understanding of the criminal, civil, and family justice systems makes it essential that public education material be provided to inform citizens about the justice system. 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.

Energy and the Environment

Our Land

Nunavummiut are proud of our strong relationship to the land. Nunavut is rich in wildlife, fish and other natural resources. However, our ecosystems are fragile and have long recovery times. Nunavut's land, air, water and creatures need to be managed in such a way as to ensure that it can be enjoyed by future generations of Nunavummiut.

We are committed to supporting a sustainable and viable wildlife management regime in Nunavut, developing sustainable and viable fisheries, and the development and management of a representative system of territorial parks and special places, but 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 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. Demands for increased development have driven 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 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 income. These resources, if used sustainably, will help to ensure the availability of healthy food for Nunavummiut in the future, while also ensuring the health of our environment and contributing to healthy lifestyles.

There is an increasing amount of scrutiny of our wildlife management and conservation efforts at the national and international level. Actions and activities taking place in Nunavut are immediately available to interested parties worldwide, many of whom do not fully understand our sustainable co-management systems. Any perceived failure of Nunavut to meet external expectations can result in negative publicity and trade restrictions, as has been illustrated by the situation with both seals and polar bears.

Our Partners

Under the *Nunavut Land Claims Agreement*, land and resource management in Nunavut is based on an innovative co-management structure, which ensures that beneficiaries play a significant role in preserving our traditions, cultures and aspirations. While this process can be slow, expensive and time-consuming, the Government of Nunavut is committed to it and is working with our partners to continually evolve the process with the goal of improving efficiency and communications.

Collaborative partnerships from the local to international level are needed to accomplish our mandate. These include those within government, with other governments and with institutions of public government, crown corporations, designated Inuit organizations, boards, and public agencies.

The coordinated approach with our partners and stakeholders supports the sustainable use of wildlife and marine resources, protection of our environment and people, and the preservation of parks and conservation areas. By collaborating with other organizations and institutions, the impact of research and program dollars and increase or supplement to technical capacity can be maximized.

Climate Change

Global climate change is highly complex and dynamic, from both the scientific and social/cultural perspective. The timing, nature and severity of the impacts on Nunavut communities are difficult to predict and will vary locally and regionally.

Overall, the most prevalent observations of climate change in Nunavut include:

- The significant changes to the sea ice including its distribution, timing of freeze-up and thaw, and coverage;
- Average Arctic air temperatures that have increased at twice the rate of the global average; and
- Changes in permafrost: increased temperatures at the top layer and an overall decrease in the area covered by permafrost.

It is crucial that the Government of Nunavut participate actively in efforts to mitigate climate change, but also take active steps to prepare for and adapt to it.

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. Given the amount of physical infrastructure owned or under the control of the government and its agencies, the Government of Nunavut must play a leading role in directly reducing energy consumption. Indirect conservation effects can be achieved through efforts to make the public aware of energy conservation opportunities.

Infrastructure

Transportation and Communications

Nunavut is dependent on the importation of goods from outside of the territory. Health care, education and training also rely heavily on transportation. Furthermore, a reliable and efficient transportation system has positive impacts on economic investment.

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 need to accommodate new security regulations and newer and more efficient aircraft.

All Nunavut communities depend on access to the sea for annual re-supply and participation in traditional harvesting. Some communities 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 marine activities and is a barrier to the development of commercial fisheries, mineral exploration and development, and the territory's tourism sector.

The development of broadband infrastructure and management tools is vital to Nunavut's economic future, both to ensure efficient communications and to allow Nunavummiut to take advantage of emerging opportunities in e-commerce, trade and export, online training, and promotion of our cultural industries.

Support for Municipalities

The overall financial position of municipalities improved for the sixth year in a row, with one community that had been financially deficient for more than ten years emerging from deficit. Increased monitoring, coupled with training and increased utility funding allowed municipalities to gain financial ground.

Financial reporting for Nunavut municipalities has been improving, but attraction and retention of senior staff for administration and finance continues to be challenging. Improving the capacity of staff and increasing the stability of senior staff will be the key to keeping communities financially healthy.

Changes to accounting rules commencing 2009/2010 will require municipal governments to report tangible capital assets on financial statements. These changes will present huge challenges to municipalities and all communities are working toward being compliant. Local governments in Nunavut are working collaboratively with the Government of Nunavut to implement these rules and will have to adapt to the changes over the next two to three years.

Community Infrastructure

The costs for building and maintaining community and government infrastructure has been affected somewhat positively with a modest drop in material costs, due primarily to a dramatic change in the global economy. Labour costs have not fluctuated to the same extent and trades labour continues to be difficult to attract to the territory.

The Nunavut Community Infrastructure Advisory Committee (NCIAC) has undertaken the development of Integrated Community Infrastructure Sustainability Plans (ICSP) to create and measure long-term plans for each Nunavut Community. These plans are developed in consultation with each community, and will help communities achieve their environmental, cultural, social and economic goals.

The Department of Community & Government Services is improving the community consultation process, which will focus on improving community participation, fairness, transparency and accountability in the capital planning process.

Much community service infrastructure will require investment to comply with new environmental regulations.

Municipal Capacity

The Government of Nunavut supports building human resource capacity for municipalities through support of the Municipal Training Organization (MTO) with a mandate 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 MTO is entering its sixth 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 drivers' licenses and airbrake courses for municipal drivers and firefighting training for Nunavut's municipal fire departments.

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. Maintaining affordable fire insurance has become a major issue for Nunavut communities. The Fire Protection Strategy is a crucial element of the overall program. Training will continue to be the cornerstone of the Fire Protection Strategy.

Health Infrastructure

Many of the territory's health facilities require renovations or replacements to ensure that they meet operational requirements and national building code standards. There is also a need for medical and mobile equipment to meet minimum standards and keep pace with technological advances. A strategic investment in health infrastructure is necessary in order to increase capacity, meet the needs of a rapidly growing population and reduce patient risk.

Resource and Capacity Challenges

Allocation of resources is one of the most urgent issues facing the Government of Nunavut. With the tight fiscal situation, the Government of Nunavut must coordinate its approaches to providing services to the public to avoid duplication and optimize the

use of available resources. It is only through this collaborative approach that success can be realized for all Nunavummiut in the future. The intended result is quality services that are well targeted and delivered in a cost-effective manner.

Inuit Representation in the Public Service

The Government of Nunavut, under Article 23 of the *Nunavut Land Claims Agreement*, has an obligation to achieve a workforce that is representative of the population across all employment categories. Achievement of this goal will present significant challenges to most departments, boards, and agencies, but must be based on achievable individual objectives focused on building capacity.

In September 2009, the overall Inuit representation across all employment categories remains the same as a year before, at 51% of all filled positions. Capacity during the same period has increased by two percentage points to 77% of positions being filled. There were 3,734 full time positions, with beneficiaries occupying 1,459 of 2,872 filled positions. In addition, beneficiaries filled 343 (60%) of 576 casual positions.

It is interesting to note that 39% of all positions are located in Iqaluit, with the remaining 61% of the positions in other communities. Representation of beneficiaries in Iqaluit is at 38%, while beneficiary representation in Nunavut's other communities range between 44 and 100%.

In addition to meeting the requirements of the *Nunavut Land Claims Agreement*, over the coming years there will be an increasing need to recruit and retain employees with the language skills required to meet the government's obligations under the *Official Languages Act* and the *Inuit Language Protection Act*.

Training Capacity

It is essential that the Government of Nunavut develop the technical skills and knowledge of the public service to meet its goals and objectives. This is a challenge for any organization. With the creation of a two million dollar training fund, departments and agencies have an opportunity to expand training and development opportunities for all public servants. The training fund helps address this systemic need within the GN, but the public service requires a long-term strategic approach that ties in performance management, the adoption of a succession planning framework, mentoring and job shadowing tied to individual and organizational training needs.

Employee Recruitment

To pursue innovation requires talented public servants. The challenge for the Government of Nunavut is attracting and selecting the best candidates for available positions in the public service. The Department of Human Resources facilitates most job competitions for departments, boards and agencies to ensure a fair and transparent

hiring process, and working collaboratively to recruit the best candidates for available positions.

Staffing authority has been delegated to the Department of Health and Social Services to recruit specialized health positions and to Nunavut Arctic College. In addition, 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*.

Although other jurisdictions' recruitment efforts are benefiting from the global downturn in the economy, it is believed that cost of living factors continue to impede the Government of Nunavut's efforts at attracting new qualified employees to the public service. Further work needs to be done to identify and address the factors contributing to lack of recruitment success.

Employee retention

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, dropped to 80% in 2007-2008, and rebounded slightly to 82 % in 2008-2009.

All employers, in virtually all jurisdictions, are faced with the challenge of retention. As the largest employer in Nunavut, the Government of Nunavut sees employee retention within the public service as a priority. The Department of Human Resources continues to work collaboratively with all client departments, boards and agencies in order to develop the tools for addressing employee retention.

Although significant efforts have been made as a result of the 2008 budget to freeze subsidized rents, the implementation of a household allowance and the salary increases from recent collective bargaining, implementation of a comprehensive plan to address employee retention 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 encourage the commitment of public servants.

Health and Social Services 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 talent.

The recruitment and retention of nurses remains a significant challenge. The *Nunavut Nursing Recruitment and Retention Strategy* provides a plan aimed at reducing the vacancy rate for indeterminate nursing positions across the territory and reducing reliance on agency nursing. Since the Strategy's implementation in August 2008, there have been 50 new indeterminate nursing hires. The Strategy also focuses on developing

Inuit for positions in the nursing field. To date, there have been a total of 23 graduates from the Nunavut Arctic College nursing program and 10 of those graduates are Inuit.

Over the last several years the recruitment and retention of social workers has been increasingly challenging. 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. As of November 2009, only 22 of 46 social worker positions were filled with indeterminate staff. Although casuals are often used to fill vacant positions, short and long-term recruitment and retention efforts will be required to ensure there are is an adequate and stable number of social workers in the territory.

At present, all of Nunavut's family physician positions are fully staffed. Recruitment and retention efforts are now focused on increasing the number of long-term family physicians practicing in Nunavut to provide consistent care for the population. In order to respond to the needs of the territory's growing population and provide increased in-territory services, the Department will require additional physician resources.

Acquisition of Goods and Services

The Government of Nunavut's procurement services continue to evolve and improve the level of service to all Government of Nunavut departments and the general public. Enhancements to the public website allow for electronic access and updates to public tenders. A new publication "Contracting for Consultant Services" guides staff in the proper methodology and procedures for procuring the services of consultants and contractors. Procurement and Contracting Services continues to provide training and support to all departments to ensure fair, ethical and transparent procurement and contracting.

Petroleum Products

The price that the Petroleum Products Division pays for fuel is affected by supply and demand on world markets. Over the past three years, fuel prices have been extremely volatile as a result of political instability, hurricanes, terrorism, and surging demand from developing countries.

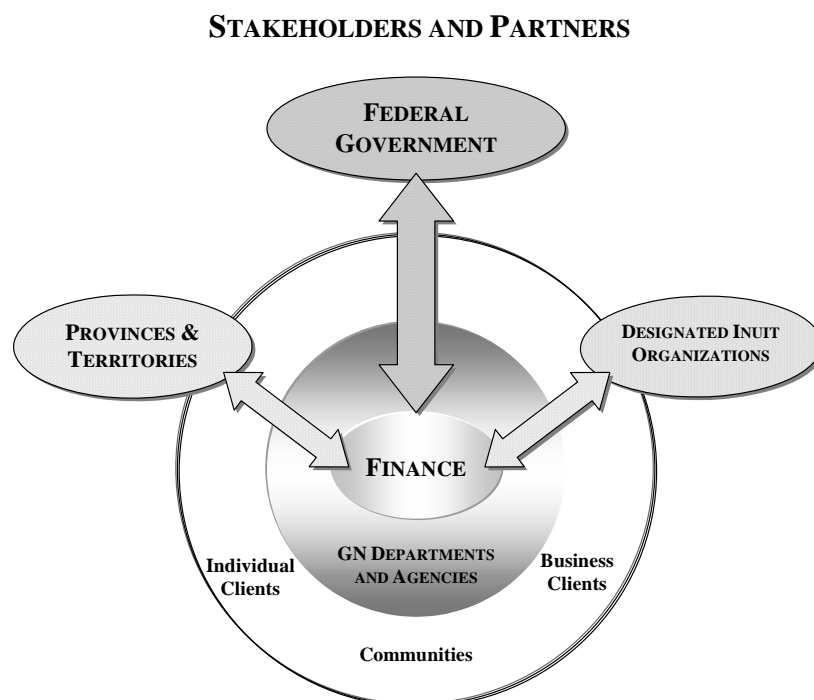
In 2010-2011, the price of oil will continue to be a significant cost pressure on the Government of Nunavut. A large share of the budget will continue to be allocated, directly and indirectly, to purchasing a significant proportion of the oil that is consumed in Nunavut. The price of oil continues to be a significant factor in the long term fiscal planning based on the volatility of its pricing on the world market.

To mitigate the uncertainty of volatile pricing caused by fluctuations in the world market supply, Petroleum Products Division successfully implemented an early purchase initiative of Ultra Low Sulphur Diesel and Gasoline in the 2009 resupply season. As of the fall of 2009, the cost of oil had stabilized in the \$70/80 U.S. per barrel range but experts are divided on how soon the markets will return to normal.

Petroleum tank farm infrastructure is required to comply with the most recent environmental protection regulations.

Financial Resources

Understanding the operating environment of the Department of Finance necessitates identifying and recognizing the stakeholders and partners. These organizations include the federal government, provinces and other territories, designated Inuit organizations, communities, GN departments and agencies and most importantly, Nunavummiut.



The Government of Nunavut must continue its work to strengthen financial management, in part through the Multi-Year Comprehensive Funding Arrangement for Strengthening Financial Management and Networking Capacity with the Government of Canada. The funding under this arrangement focuses on improving network capacity 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.

Clarity is required on the relationship with the public agencies of the Government of Nunavut. This would best be addressed through the introduction of new agreements, including comprehensive Memorandums of Understanding, coupled with policy-driven

annual expectation letters to elevate the relationships with public agencies to a new level.

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.

In the 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, while 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 for 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.

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 current economic 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.

Governance

Nunavut Land Claims Agreement

In 1993, the Inuit of Nunavut signed the Nunavut Land Claims Agreement (NLCA), which the Government of Nunavut remains committed to implementing fully. Effective implementation of this important agreement requires a close working relationship with Nunavut Tunngavik Incorporated (NTI), the Regional Inuit Organizations, and many other stakeholder groups.

The Government of Nunavut must work with NTI and Indian & Northern Affairs Canada to implement the recommendations of conciliator Thomas Berger for a new contract to implement the NLCA. Working closely with NTI, 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 requires Inuit employment within government. Implementation of Article 23 is critical if the Territory is to meet the challenge of enabling and expanding participation of NLCA beneficiaries in the economy. It will also enhance the service provided by government and its responsiveness to the public it serves.

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 primarily on the management structure found in the governments of the other northern territories and provinces. All departments will need to collaborate to balance consensus government with these existing systems of public administration. More work remains to be done to expand consensus models into the public service, where appropriate.

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 Nunavut and the Government of Nunavut in 1999, the scope and pace of these interactions have been expanding exponentially.

It is important that Nunavut seize the opportunity to contribute to the development of national and international policies, especially in areas where our territory and its citizens have a unique interest or insight. The Government of Nunavut will need to prioritize the growing interactions and relations with other governments and organizations within Canada and beyond.

INUIT EMPLOYMENT PLAN

Introduction

The Government of Nunavut is striving to reach a representative workforce, not only because it is obligated under Article 23 of the *Nunavut Land Claims Agreement* (NLCA), but because it makes good sense to have a workforce that is representative of the people it serves. By achieving a representative workforce, the public service will be in a better position to serve Nunavummiut in the preferred language and with more understanding of the unique opportunities and challenges of the territory and its people. Increasing Inuit employment will also increase cultural awareness and sensitivity, and allow for better integration of societal values in government's programs, services, policy and legislation. By working towards a representative public service, it will provide more opportunities to beneficiaries, which increases self-reliance.

Since its inception, the Government of Nunavut implemented initiatives that provide opportunities for beneficiaries to work in the public service. On March 31, 2001, there were only 943 beneficiary employees in the public service compared to 1,531 beneficiary employees on March 31, 2009 -- a 62% increase. The Government of Nunavut will continue to make positive advancements towards achieving a representative workforce and recognizes that this will be achieved over time.

The following table is a snapshot of the public service as of September 30, 2009, by occupational category:

Sept 30, 2009	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	36.0	3.0	33.0	92%	15.0	45%
Senior Management	149.5	19.5	130.0	87%	31.0	24%
Middle Management	426.0	91.5	334.5	79%	83.0	25%
Professional	1235.3	256.0	979.3	79%	268.0	27%
Paraprofessional	1379.3	373.0	1006.3	73%	715.1	71%
Administrative Support	530.9	130.9	400.0	75%	381.0	95%
TOTALS	3757	873.9	2883.1	77%	1493.1	52%

Note: The table reports on funded positions of all departments, the Nunavut Housing Corporation, Nunavut Arctic College and the Office of the Legislative Assembly. It does not report on the 28 Ministerial staff and Commissioner of Nunavut position, 16 Sivuliqtiksat intern positions and Nunavut Arctic College third party funded positions.

In working towards a representative workforce, the Government of Nunavut must take into account a wide range of complex factors that impact on our ability to successfully achieve our goals. Some of the more difficult challenges that impact Inuit employment within the Government of Nunavut include the widespread lack of reliable childcare

facilities, specialized positions that require many years of formal education, and the retention of skilled Inuit labour in a competitive market place. Despite the complexity, the Government of Nunavut is committed to working together with families and communities to create opportunities at the community-level to promote higher education with the expectation that there will be long-term benefit to Nunavummiut.

The Department of Human Resources needs to provide a supportive role in achieving a representative workforce rather than a monitoring role. By shifting the focus as a central agency in terms of Inuit employment, the Department of Human Resources will be in a better position to develop tools that can be used by all departments, boards and agencies such as promotional tools, targeted recruiting practices etc.

Government Wide Plan

This section of the Business Plan will describe some of the Government of Nunavut initiatives undertaken towards achieving a representative workforce. These initiatives have been grouped into the following areas:

- Pre-employment Initiatives
- Employee Support
- Specific Departmental Initiatives

Carrying out these initiatives across the departments, boards, and agencies will result in the Government of Nunavut achieving its interim target of 54% by March 31, 2011, an increase by 2% from the previous year. The following table identifies the interim targets by occupational category:

March 31, 2011	Total Positions				Beneficiaries	
	Total Positions	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	35.0	1.0	34.0	97%	15.0	44%
Senior Mgmt	155.0	10.0	145.0	94%	44.0	30%
Middle Mgmt	432.0	48.0	384.0	89%	109.0	28%
Professional	1264.8	178.0	1086.8	86%	312.0	29%
Paraprofessional	1424.3	275.5	1148.8	81%	830.6	72%
Administrative Support	535.9	59.9	476.0	89%	449.0	94%
TOTALS	3847.0	572.4	3274.6	85%	1759.6	54%

Note: The table reports on funded positions of all departments, the Nunavut Housing Corporation, Nunavut Arctic College and the Office of the Legislative Assembly. It does not report on the 28 Ministerial staff and Commissioner of Nunavut position, 16 Sivuliqtiksats intern positions and Nunavut Arctic College third party funded positions.

Pre-employment Initiatives

Priority Hiring Policy

Since 2000, the Government of Nunavut has applied the Priority Hiring Policy. This policy gives priority consideration in the recruitment and selection of Government of Nunavut employees to NLCA beneficiaries. Those beneficiaries who meet the qualifications of a position are given priority over other applicants through the competition process. This policy applies to all job competitions in all departments, boards and agencies.

Summer Student Employment Equity Program

The Summer Student Employment Equity Program is available to all secondary and post secondary students living in Nunavut and studying in or outside Nunavut. This program is designed to provide opportunities for students to explore different types of work and is an integral part of the development of Nunavummiut youth to gain practical and meaningful working experience in the public service.

Casual Employment

The Government of Nunavut uses casual employment opportunities as a way to provide experience and training to employees who may be interested in full time indeterminate positions. In addition, full time casual employment is provided for students who are required to complete a practicum or who have a break from school.

Sivuliqtiksat Internship Program

Sivuliqtiksat Internship Program is designed to provide professional development opportunities for beneficiaries to take on leadership positions (Manager/Director level) and specialist positions that are unique to a department. This focus assists the Government of Nunavut in filling the gaps in the senior, middle, professional and paraprofessional occupational categories. The Government of Nunavut supports a total of 16 interns who after the internship period assume the target position. The location of the internship is based on the location of the target position. Orientation, mentoring, work exchanges and individual learning plans are components of the program.

Scholarships

The Government of Nunavut provides various scholarships to students pursuing higher education in both secondary and post secondary levels such as the scholarship for Technical Professional Studies or the High Achiever Computer Award for High School students through the Department of Community and Government Services. The Department of Education has compiled a list of which organizations, departments, institutions, business and others in Nunavut who are providing scholarships and awards

to Nunavut Students to apply for funds to assist in their studies. This list will assist Nunavut students on better accessing much needed resources.

Kindergarten to Grade 12

The Education School Curriculum has been revised to emphasize cultural relevance and academic excellence and support the teaching and learning of Inuktitut in all its forms. The Government of Nunavut is working with the Federal Government on a Career Focused Program that will provide Nunavummiut career guidance and support. The focus will be on government career options.

Piqqusilirivvik

The Government of Nunavut is establishing Piqqusilirivvik – Inuit Cultural School, to foster traditional culture, promote and strengthen the traditional language and teach Inuit heritage and customs. The vision of Piqqusilirivvik provides a system that allows for the transfer of traditional culture, heritage, lifestyle and values taught in the traditional language and based on Inuit Qaujimagatuqangit principles.

Financial Assistance for Nunavut Students (FANS)

The Government of Nunavut demonstrates its commitment to further education by providing financial assistance to Nunavut students who are pursuing further education.

Nunavut Arctic College Programs

The Government of Nunavut, through Nunavut Arctic College continues to provide programs for higher learning., In partnership with other Government of Nunavut departments, Nunavut Arctic College has successfully delivered training programs that have resulted in employment opportunities for beneficiaries while successfully addressing a capacity gap within the public service such as the Nunavut Teacher Education Program and the Nunavut Nursing Program.

Promoting Employment Opportunities

The Government of Nunavut promotes employment opportunities by attending career fairs, trade shows and high schools in the communities. An “Inuit in Nursing” campaign celebrating the success of Inuit working as Registered Nurses will be delivered to encourage Nunavummiut to consider a career in nursing. Recruitment videos have also been developed for specific occupations in the Government of Nunavut.

Employee Support

Training Opportunities

The Government of Nunavut encourages and supports employee training. A learning plan is used by employees, with the support of their supervisor, to identify areas for training and development. The Government of Nunavut provides a trainer's allowance to any employee who is in a position training another employee through on-the-job training. To receive the trainer's allowance, a learning plan and a training agreement must be signed off by participants. It is a good way for the employer to demonstrate that it values the development of its employees.

The Department of Human Resources offers various learning and development opportunities including courses on first and second language, computer literacy, financial management, supervisory skills, and human resources management. In addition, the department offers a Nunavut Advanced Management Diploma Program, which is a ten module program delivered in collaboration with Saint Mary's University, as well as the Financial Management Certification Program, which is comprised of six modules and reflect the current financial procedures used across the Government of Nunavut. Furthermore, the department offers a Human Resources Management Diploma Program, Administrative Professional Diploma Program and Supervisory Diploma Program.

In 2009-2010, the Government of Nunavut established a specialized training fund to develop technical, job specific competencies and address the unique learning needs in a department, division or position – each program is designed and delivered by the employing department/agency. The Department of Education is developing and implementing a training strategy for Career Development Officers with the plan to enhance the training strategy to include the Income Support Workers to equip them with the ability to counsel Income Support Recipients.

Internships

The Government of Nunavut has undertaken some internship programs that provide on the job training to beneficiary employees. These vary in length of time depending on the position and the skill level of the individual. This includes the Department of Finance interns as well as the Conservation Officer Training Program through the Department of Environment.

Mentorship

Employees across the Government of Nunavut are encouraged to use mentors. Mentors are provided to nurses graduating from the Nunavut Nursing Program. The Government of Nunavut has an agreement with the Canadian Executive Service Organization (CESO) to provide Volunteer Advisors on an as needed basis.

Orientation

Orientations are available to for all employees and are designed to provide a general orientation to the Government of Nunavut. More specific orientations are provided in the individual workplaces. In addition, cultural orientations are offered across the Government of Nunavut. Topics include the history of Nunavut, Inuit Qaujimajatuqangit principles, traditional Inuit activities etc.

Education Leave

The Government of Nunavut supports its employees to continually improve their skills. The Education Leave directive in place allows employees to take leave for educational pursuits. This provides employees with the opportunity to take advantage of external training. Employees must be in indeterminate positions and have been employed at least 3 years before they can apply for education leave. Education leave can be approved for short or long term, and with or without financial assistance.

Specific Departmental Initiatives

All of the Government of Nunavut's departments and agencies utilize the tools detailed above to increase Inuit employment. However, each retains a level of autonomy to develop their own tools and initiatives to further Inuit employment to meet their respective needs. The following is a summary of these initiatives broken down by department.

Department of Executive and Intergovernmental Affairs

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

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.

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 Government of Nunavut 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.

- A Government Liaison Officer will be the public's central point-of-contact with our government. These individuals will ensure that government services can be more easily accessed in every community. The demands of these positions will require that they are staffed primarily by local beneficiaries.
- 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 executive management from across the Government of Nunavut.
- 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.

Department of Finance

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.

Department of Human Resources

The Department of Human Resources plans to increase its target to 63 % by 2011. Departmental Inuit employment initiatives include:

- Accessing government-wide initiatives such as the Summer Student Employment Equity Program, Sivuliqtiksatsat
- Sivuliqtiksatsat Internship program, a variety of training and development programs, and Inuit language training.
- 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 training plans, reassignment of duties and providing opportunities to cross-train among various positions in the department.

Department of Justice

The department is striving for a total IEP of 54% by the end of the 2010-11 fiscal year. It is planned that this goal will be achieved mainly through the Middle Management and Professional occupational categories. Some of its specific initiatives include:

- All job descriptions are reviewed by a special committee consisting of the Deputy Head, Assistant Deputy Minister and a human resources staff person. 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 job descriptions were reviewed by 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 two trainees who are funded internally through the departmental budget. The positions of Manager, Utaqqivik and Manager, Financial 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.
- 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.

Department of Culture, Languages, Elders and Youth

The Department of Culture, Language, Elders and Youth is committed to achieving a representative level of Inuit employment. Due to the very nature of the department's mandate, 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 Qaujimagatuqangit Division, Taiguusiliuqtiit and Piqqusilirivvik.

The department is involved in various initiatives that focus on increasing Inuit employment within the department:

- The hiring of beneficiaries into vacant positions.
- Reviewing all old and new job descriptions to remove systemic barriers.
- Working with Elder Advisors in the workplace.
- Implementing the Inuit Language Protection Act and the Official Languages Act.
- Establishing Taiguusiliuqtiit.
- Development of Piqqusilirivvik programs and the hiring of staff.
- The promotion of professional development, training and mentorship.

Department of Education

The Department of Education has been very successful meeting its Inuit employment targets in the paraprofessional (target: 62% beneficiaries; actual: 89%) and administrative support (target: 90% beneficiaries; actual: 97%) categories. 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 (professional positions) 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 Counselors and Student Support Assistants. In order to meet the requirements of the new Education Act and the Inuit Language Protection 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 over the long term. 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 and St. Francis Xavier University recently graduated 21 Inuit participants. Many of these graduates remain employed with the department. It is hoped that their success will encourage other Inuit to complete the program. The program focuses on developing educational leadership with the hope that the department will retain these individuals in supervisory positions. The Masters program will be offered again in October 2010.

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

Department of Health and Social Services

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 planned for delivery in 2010-2011 include:

- Nunavut Nursing (Baccalaureate) Program - Iqaluit with an expansion planned for Cambridge Bay and Rankin Inlet
- Human Services – consisting of Social Work and Alcohol and Drug Counselor streams – Cambridge Bay

- Maternal Care Worker / Midwifery Program - Rankin Inlet and Cambridge Bay
- Community Health Representative – location still to be determined
- The department also provides funding support for the Foundation Studies program being offered by NAC in Iqaluit, Rankin Inlet and Cambridge Bay in 2010-2011. This program consists primarily of studies in math, English and science, which prepare students to enroll in Nunavut Arctic College programs.
- A new “training ladders” initiative is progressing in collaboration with Nunavut Arctic College. This project aims to increase access by Nunavummiut to health and social services career training through modular training programs that allow for greater flexibility, progression over time and increased transferability of course credits.
- Other proactive departmental efforts related to Inuit employment include:
 - Providing employment for graduates of Nunavut Arctic College health and social services related training programs
 - Providing scholarships and bursaries for nursing students
 - 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
 - Implementing an “Inuit In Nursing” campaign, celebrating the success of Inuit working as Registered Nurses and encouraging Nunavummiut to consider nursing as a career
 - Attending community career fairs to promote job opportunities
- The department is developing a comprehensive human resources framework to guide the development of an overall Health and Social Services Human Resources Strategy. The Strategy, which will be completed in 2010-2011, will include specific initiatives designed to further the recruitment, development and retention of Inuit employees.
- The department currently has one Intern in the Government of Nunavut’s Sivuliqtiksat internship program, training for the position of Director of Social Programs in the Kivalliq Region. An additional two senior management positions are approved for program intake in 2010-2011: (1) Territorial Director of Mental Health and Addictions; and (2) Director of Human Resources.

Department of Environment

The department is committed to increasing Inuit employment and has developed a number of initiatives which include:

- The department sees 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 2009-10, in an enhanced effort to encourage Nunavummiut students to consider positions with the department, we expanded our participation in the Government of Nunavut summer student program and hired 31 students. 28 of the 31 filled summer/seasonal positions were staffed with beneficiaries, as were 15 of the 19 casual positions in 2009-2010.

- The Department of Environment has also established an in-house Conservation Officer Training Program to develop Inuit Conservation Officers.

Department of Community and Government Services

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 and matching these values with the business requirements of government. This focuses on promoting staff training and development, and linking employees and business requirements through work plans that are designed to prioritize service first. Identifying and catering to the needs of Nunavummiut should assist with this goal.

The department is committed to identifying intern positions that qualify under the Management Development Program that seeks to develop internship opportunities with support and funding by Department of Human Resources.

As a priority, the department has created four positions as an internal internship in our headquarters 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 Nunavut 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 has been extended for one cycle (two years) which will end in year 2011. Senior management made the commitment to extend the program for a further two years in efforts to improvement Inuit representation in the Government of Nunavut Informatics workforce as at the time of completion of the Business Plan there are 20 vacancies in Informatics across the territory. Funding was identified from person years within Informatics that could not be staffed. A number of the vacant positions within Informatics will be deemed to be intern positions. Creating intern opportunities is to be supported with the development of a strong culture of coaching and mentoring and knowledge transfer by seasoned employees to assist the learning of interns in their growth into the work of the organization. During the interim, fifteen or more contractors will continue to assist Government Informatics to maintain operations.

Additionally, the department will work with senior officials at Department of Human Resources to ensure meaningful employment opportunities on a full time casual basis for each student's 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, a number of the certified students will be hired by the department. Two student placements will be held for interested candidates from Gjoa Haven and Igloolik (a total of four students). Upon successful completion, the desire is that one successful candidate will be hired in each Community (Gjoa Haven & Igloolik). The department

will work with the Department of Education and High School Principals to identify candidates.

To complement the foregoing Inuit employment planning initiative, the department launched the Technical Professional Studies Scholarships to help to address priorities capacity 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 an ongoing need for accredited and trained staff. This is to encourage students to stay in school to completion. 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 Government of Nunavut will see an early awareness of career opportunities that hold potential for Inuit staff in Informatics Services and other professional and technical fields.

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 and to supplement their training with experience. To assist in coordinating these training related initiatives, the department created a Departmental 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 training participation. The committee will report through its members to each division to ensure identified training is consistent with departmental needs as well as Government of Nunavut policies and Article 23 of the Nunavut Land Claims Agreement. Success in this strategy will also depend on an internal culture of coaching and mentoring by seasoned staff to assist newly trained staff with applying their new knowledge to the work of the department.

The department recognizes achievement of Article 23 will take time and deliberate action to ensure successful, long-term employees represent the demographics of Nunavut.

Department of Economic Development and Transportation

The department has developed the following initiatives and activities to increase Inuit employment:

- employing summer students to provide valuable work experience to youth for future employment endeavors
- mentoring and training beneficiaries through on-job-training as well through casual employment opportunities
- ensuring that there is an Inuit language speaker on screening & hiring panels
- employing the assistance of Canadian Executive Services Organization for mentoring and development of beneficiary senior managers

Inuit Employment Plan

- implementing a mandatory Performance Management Program to engage and empower employees
- continue to develop and submit proposals for Sivuliqtiksats Internships through the Department of Human Resources



Core Business
of
Departments and Agencies

**Office of the
Legislative
Assembly**

**Business
Plan**

2010-2013

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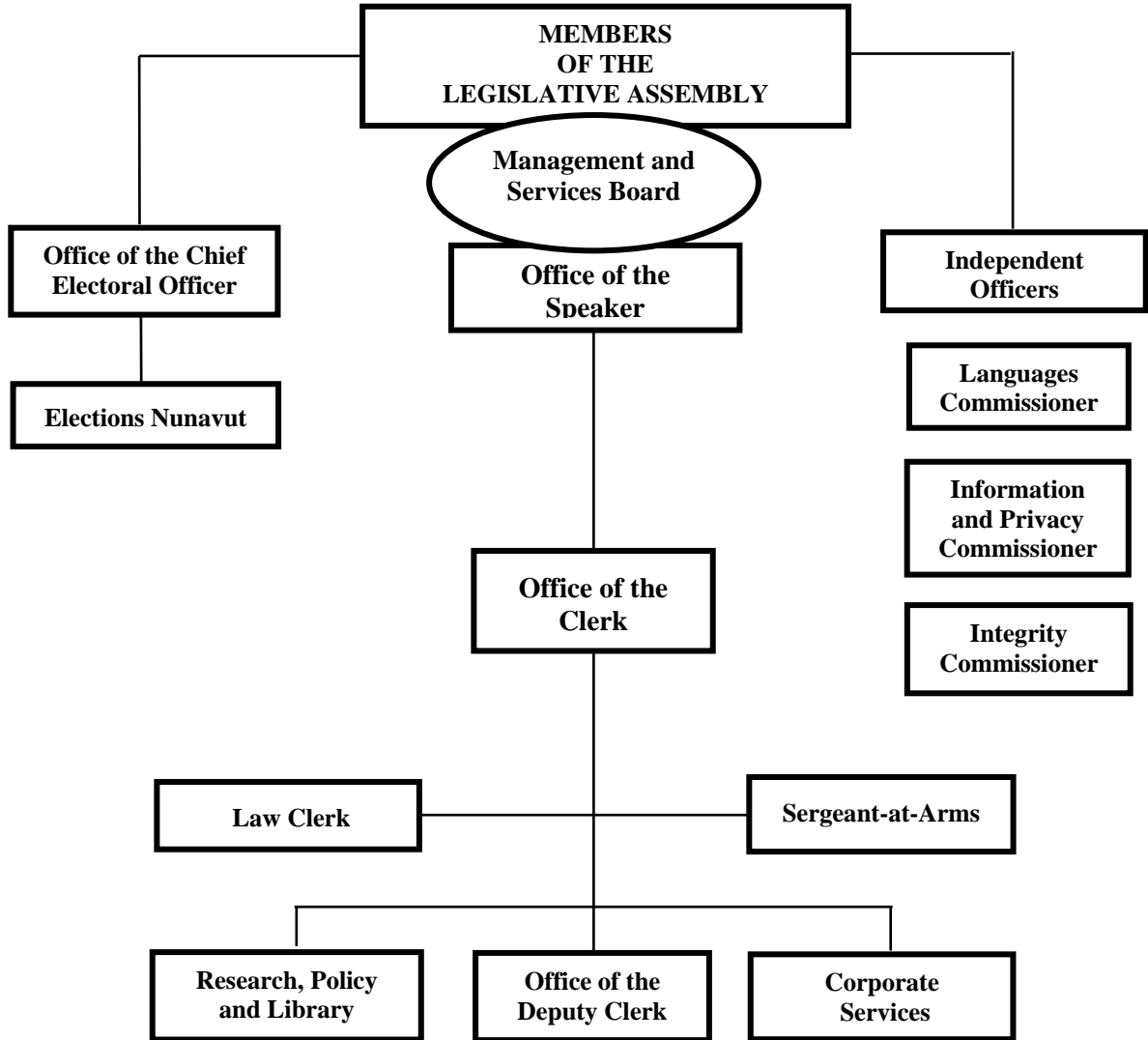
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Figure 1

**The Organization and Independent Officers of
THE LEGISLATIVE ASSEMBLY OF NUNAVUT**



CORE BUSINESS

The Office of the Legislative Assembly focuses on the following lines of core business:

	Budget (\$000)			
	2009-10	2010-11	2011-12	2012-13
Assembly Operations	6,608	6,747	6,747	6,747
Expenditures on Behalf of Members	6,025	6,126	6,125	6,125
Support to Independent Officers of the Legislative Assembly	2,353	2,635	2,236	2,236
TOTAL	14,986	15,508	15,108	15,108

Assembly Operations

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. We acknowledge that, by its very nature, the Legislative Assembly is a political arena in which diverse positions and perspectives are articulated.

The operations of the Office of the Legislative Assembly are established pursuant to the *Legislative Assembly and Executive Council Act*. This line of business supports the primary purpose of the Assembly - a functional legislative process. Consistent with the governance traditions of Northern Canada and established principles of parliamentary democracy, 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 scrutinized before becoming law. Public hearings provide an opportunity for

individuals and organizations to express their views and concerns on matters of public policy.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Office of the Clerk		1,048	1,085	1,085	1,085
<ul style="list-style-type: none"> • The provision of advice and support to the Speaker, Members, Caucus and Committee Chairs on matters of parliamentary procedure and privilege; • The maintenance of the papers and records of the Legislative Assembly; • The co-ordination of Committee and Caucus scheduling and meetings of the Legislative Assembly; • The protection of the dignity and decorum of the House by the Sergeant-at-Arms; and • The provision of a safe, aesthetically pleasing and culturally appropriate working environment for Members and Assembly employees. 					
Office of the Speaker		135	135	135	135
<ul style="list-style-type: none"> • 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 • Support to the Office of the Speaker with respect to Nunavut's participation in national and international events of the Commonwealth Parliamentary Association. 					
Sessional Administration		1,800	1,800	1,800	1,800
<ul style="list-style-type: none"> • The production of <i>Hansard</i>; • The holding of sittings of the House; • The provision of the services of the Law Clerk and Parliamentary Counsel; and • The provision of interpretation and translation services for Chamber and caucus proceedings. 					

Standing and Special

Committee Administration 600 **600** 600 600

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

Research, Policy and Library Services 835 **871** 871 871

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

Public Affairs 100 **100** 100 100

- The administration of the Legislative Assembly website www.assembly.nu.ca;
- The administration of the Legislative Assembly's TV broadcasting system;
- The promotion of the Legislative Assembly through the public tour program and the production of information materials and brochures;
- The administration of the Legislative Assembly Page Program;
- The administration of the Youth Parliament;
- The planning and hosting of special events, ceremonies and unveilings;
- The co-ordination of the Assembly's art collection development strategy; and
- The management of liaison with northern and national media organizations.

Corporate Services 2,090 **2,156** 2,156 2,156

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

Total, Assembly Operations **6,608** **6,747** **6,747** **6,747**

Priorities (2009-10)

- Support the establishment of the Third Legislative Assembly's Standing Committee structure;

Status: *The Standing Committees of the Third Legislative Assembly have successfully been established.*

- 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;

Status: *Ongoing.*

- Initiate the project to create an electronic repository of Government of Nunavut documents;

Status: *Ongoing. Documents include GN publications and items which are tabled in the House.*

- Complete the cataloguing of the Legislative Library's collection of Tabled Documents.

Status: *Successfully completed.*

- Seek Caucus direction on options, including Public-Private Partnerships (P3s), to move forward the Assembly's long-term plan for a replacement facility.

Status: *Ongoing.*

Priorities (2010-11)

- Hosting the 3rd Speaker's Youth Parliament in November 2010;
- Provide secretariat support to the Order of Nunavut Advisory Council, as required under the *Order of Nunavut Act*, which comes into force in 2010;
- Building the electronic repository of Government of Nunavut documents and providing internet access through the legislative library's online catalogue; and
- Hosting the 28th Canadian Presiding Officers' Conference in January 2011.

Priorities (2011-12)

- Hosting the 4th Speaker's Youth Parliament in November 2011.

Priorities (2012-13)

- Hosting the 33rd Annual Conference of the Canadian Council of Public Accounts Committees in August 2012; and

Priorities (2010-11)

- 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.

Priorities (2011-12)

- 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.

Priorities (2012-13)

- 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)	2009-10	2010-11	2011-12	2012-13
Support to Information and Privacy Commissioner, Languages Commissioner, and Integrity Commissioner		1,553	1,421	1,421	1,421
Support to the Chief Electoral Officer		800	1,214	815	815
<ul style="list-style-type: none"> • Support the offices in the development and administration of their annual budgets; • Facilitate the translation and production of a number of their annual reports and other documents; • Collaborate in the development of websites and other initiatives; and • Collaborate in the development of legislative initiatives that fall under the jurisdiction of the Legislative Assembly. 					
Total, Support to Independent Officers of the Legislative Assembly		2,353	2,635	2,236	2,236

Priorities (2009-10)

- Seek Caucus direction on the establishment of a central elections office for Nunavut.

Status: *Ongoing.*

- 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, if required.

Status: *Ongoing.*

- Continue development of a new *Plebiscite Act*.

Status: *Ongoing.*

- 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.

Status: *Ongoing. The Management and Services Board of the Legislative Assembly has approved the initiation of a merit-based selection process. It is anticipated that the process will be completed prior to the end of the 2009-2010 fiscal year.*

Priorities (2010-11)

- Support the establishment of an Electoral Boundaries Commission, as required under section 15 of the *Nunavut Elections Act*;
- Introduce a new *Plebiscite Act*; and

- 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.

Priorities (2011-12)

- Support the Legislative Assembly's response to the recommendations in the report of the Electoral Boundaries Commission.

Priorities (2012-13)

- Support Elections Nunavut in its planning for the 4th territorial general election;
- Ensure that the position of Languages Commissioner of Nunavut is filled following the expiration of the present incumbent's appointment in January 2013; and
- Support the Office of the Integrity Commissioner of Nunavut in its conduct of the statutorily-required five-year review of the *Integrity Act*.

Appendix: Financial Summary

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
ASSEMBLY OPERATIONS								
Compensation and Benefits	2,878	26.0	3,009	26.0	3,017	26.0	3,017	26.0
Grants and Contributions	–		–		–		–	
Other O&M	3,730		3,738		3,730		3,730	
Subtotal	6,608		6,747		6,747		6,747	
EXPENDITURES ON BEHALF OF MEMBERS								
Compensation and Benefits	3,540	–	3,641	–	3,640	–	3,640	–
Grants and Contributions	–		–		–		–	
Other O&M	2,485		2,485		2,485		2,485	
Subtotal	6,025		6,126		6,125		6,125	
INDEPENDENT OFFICERS OF THE LEGISLATIVE ASSEMBLY								
Compensation and Benefits	1,376	8.0	1,500	8.0	1,426	8.0	1,426	8.0
Grants and Contributions	–		–		–		–	
Other O&M	977		1,135		810		810	
Subtotal	2,353		2,635		2,236		2,236	
TOTAL	14,986	34.0	15,508	34.0	15,108	34.0	15,108	34.0

**Department of
Executive and
Intergovernmental
Affairs**

**Business
Plan**

2010-2013

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CORE BUSINESS

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

	Budget (\$000)			
	2009-10	2010-11	2011-12	2012-2013
Executive	7,050	10,236	11,334	11,240
Statistics	900	824	824	824
Policy and Communications	2,750	2,916	2,864	2,856
Intergovernmental Affairs	3,156	3,590	3,921	4,773
TOTAL	13,856	17,566	18,943	19,693

Executive

This division provides overall management and direction. The Deputy of Executive 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, Access to Information and Privacy Protection, Social Advocacy Office, and Government Liaison programs.

Objectives

- To support the Cabinet under the direction of the Premier,
- To communicate Cabinet direction to the public service,
- To coordinate interdepartmental initiatives through Deputy Ministers Committees,
- To provide national and international access to information on Nunavut,
- To provide the public with a central government point-of-contact in every community,
- And to manage the GN access to information and protection of privacy requirements.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Premier's Office		1,071	1,095	1,095	1,095
<p>The Premier has a budget to cover five staff and relevant operational expenses. Within the general framework set by Cabinet and legislation, the Premier guides the activities of the government and is supported by this office.</p>					
Ministers' Offices		3,371	3,529	3,529	3,529
<p>Each Minister has a budget to cover two staff and relevant operational expenses. The Ministers, within the general framework set by Cabinet and legislation, guide the activities of these offices.</p>					
Commissioner's Office		302	290	290	290
<p>The Commissioner and Deputy Commissioner of Nunavut are federal appointees, similar to a provincial Lieutenant Governor. The Commissioner performs constitutional and statutory duties and assists in protocol and cultural capacities supported by one staff person.</p>					
Deputy Minister		916	854	852	853
<p>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.</p> <p>This office also ensures compliance with the Access to Information and Protection of Privacy Act and provides coordination of all ATIPP issues, activities and training; and provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.</p>					
Cabinet Registrar		347	345	325	430
<p>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.</p>					
Social Advocacy Office		876	1,337	876	876
<p>The Office will coordinate the development of policies and programs to assist disadvantaged and vulnerable groups within our society. 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 study of children's advocacy to work toward the creation of an independent Child and Youth Representative.</p>					

Government Liaison	-	2,000	4,000	4,000
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A Government Liaison Officer will be the public’s central point-of-contact with our government. These individuals will ensure that government services can be more easily accessed in every community. This program will serve as a reliable source of information about government programs, as feedback to government, as coordination for collaborative initiatives between government agencies, and as delivery agent for certain government services. The division will establish and maintain active two-way communications with the public and easier access to programs and services.

Utility Rates Review Council (URRC)	167	786	367	167
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The Council responds to the mandate set out in the *Utility Rates Review Council Act* to evaluate the cost structures of utilities and advise the Minister Responsible for Qulliq Energy Corporation on pricing and rate structures.

Total, Executive	7,050	10,236	11,334	11,240
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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.
Status: *As of November 2009, formal ATIPP training sessions were delivered to 294 employees during the fiscal year, through 24 separate training sessions. These formal trainings were tailored to address Basic ATIPP, Advanced ATIPP, Health-Specific ATIPP, and Privacy Impact Assessments.*

- Improve support of Cabinet and its committee processes, administration, record management, and tracking process through the use of new programs and technologies.
Status: *New systems have been made available to allow Cabinet members to better access the information necessary for their meetings.*

- Significantly increase interdepartmental collaboration and coordination, at all levels of the organization, with emphasis on meeting the priorities of *Tamapta/CL^{CC}: Building our future together.*
Status: *Interdepartmental coordination has been increased through the aggregation and establishment of interdepartmental committees into four groups of Deputy Ministers focused on priorities in the Tamapta mandate: Building Capacity Committee, Quality of Life Committee, Sustainable Development Committee, and Central Accountability Committee. Some of these committees have established additional structure in the form of working and advisory groups of officials.*

- Develop a leadership strategy that addresses succession planning at the ADM and DM levels.

Status: *It is anticipated that a multisource assessment will have been conducted on all Deputy Ministers by the end of the 2009/10 fiscal year. An Executive Development Seminar is to be delivered to Deputy Ministers, Assistant Deputy Ministers, and other senior staff in February 2010.*

Priorities (2010-11)

- Establish Government Liaison Officers, with initial focus on the fifteen communities without decentralized government offices, in cooperation with other departments, municipal governments, and external partners.
- Provide support to Health & Social Services in the first year of implementation of the Nunavut Suicide Prevention Strategy.
- In coordination with the review of child protection being conducted by Health & Social Services, research and consult on the creation of a culturally relevant Child and Youth Representative.
- Conduct a comprehensive review of governments' social safety-net programs, to develop a common framework to ensure these programs are complementary, consistent, accessible, and fair.
- Assist with the orientation and establishment of the new Office for the Commissioner of Nunavut.

Priorities (2011-2012)

- Complete the establishment of Government Liaison Officers in all Nunavut communities outside Iqaluit. Provide training and orientation to all employees of the program.
- Draft legislation necessary for the establishment of a Child and Youth Representative which is relevant to Nunavut's unique culture and changes anticipated to the child protection program.
- Through the Social Advocacy Office, contribute to government initiatives to address issues of gender inequality, disabilities, and homelessness.
- Review the administration of the Access to Information systems to ensure consistency across the GN, through synchronized procedures and training materials. Review the ATIPP system to ensure its relevance to changing technology.

Priorities (2012-13)

- Assist with the establishment of the independent Child and Youth Representative, in accordance with the legislation.
- Complete the establishment of a central Government of Nunavut information desk, able to respond to questions from Nunavummiut in all official languages.

- Prepare a plan for the orientation of Members of the Executive Council of the 4th Legislative Assembly of Nunavut, in cooperation with all departments and agencies and the Office of the Legislative Assembly.

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)	2009-10	2010-11	2011-12	2012-13
Statistics		900	824	824	824
<p><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.</p>					
Total, Statistics		900	824	824	824

Priorities (2009-10)

- Develop regulations related to the *Statistics Act* and its implementation.
Status: Under review and development.
- 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.
Status: This is an ongoing activity with data sources being identified through activities with our stakeholders. Once data development has been completed the data are loaded onto the Bureau's website so it can be accessed by all users.
- Assist with the collection phase of the Nunavut Housing Needs Survey.
Status: The planning and infrastructure required to conduct this survey is in place and the actual door-to-door survey is underway. The survey should be completed early in the 2010-2011 fiscal year.

- Conduct the Government of Nunavut Employees Survey.
Status: This survey will be conducted via the internet in early 2010.
- Continue to negotiate with Health Canada to increase smoking surveillance so as to provide better data on smokers for educational purposes.
Status: This is an ongoing activity with Health Canada.
- Produce statistical data on major economic events and make it available through a “Nunavut Fact Sheet”.
Status: The Nunavut Fact Sheet has been developed, produced and printed in all four languages. It is now available for distribution.
- Respond to data needs that will be generated through the Nunavut General Monitoring Program as it moves forward.
Status: This is an ongoing activity with many data needs being met through data that has been published on the Bureau’s website.

Priorities (2010-11)

- Complete the Nunavut Housing Needs Survey.
- Launch and complete the Government of Nunavut Survey of Employees.
- Develop the methodology and produce population projections for Nunavut, Nunavut Census Divisions and for Nunavut communities.
- Produce presentations to inform the Socio-economic Monitoring Committees about data availability and procedures for developing new data series.

Priorities (2011-12)

- Assess data needs of Nunavummiut and develop plans for meeting those needs.
- Prepare documentation outlining the steps required to produce the wide range of products the Bureau produces on an annual basis. This documentation will assist the Bureau in integrating new staff and also provide benchmarks for the Bureau’s activities.

Priorities (2012-13)

- Develop and implement plans to meet the data needs of Nunavummiut.
- Review the relevancy of ongoing statistical activities associated with monitoring local data in conjunction with the regional Socio-Economic Monitoring Committees (SEMC). This will be done in concert with the local committees to maintain a library of useful and high quality data indicators.

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,
- To coordinate government communication strategies and messages,
- To produce effective program evaluation, performance measurement, and evaluation consultation services on matters of Nunavut-wide interest, and
- To provide leadership within the Government of Nunavut on various interdepartmental committees.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
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ADM and Sustainable Development		655	641	641	641
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The Office of the Assistant Deputy Minister oversees the work of this unit and coordinates all legislative initiatives. The Avatiliriniq Coordinator supports interdepartmental Sustainable Development groups, coordinates GN participation in resource development planning activity and initiatives to improve the regulatory system for land management.

Policy and Planning		534	724	722	714
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Policy and Planning provides policy support and advice to Cabinet and government departments, as well as liaising with other organizations at the policy level. This is accomplished through chairing the Policy Officials’ Committee, assisting in

departmental policy development, and providing an evaluation function on all Requests for Decision prior to Cabinet consideration.

Communications	1,141	1,086	1,036	1,036
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As a centralized function, the Communications Division provides support to government departments and agencies in the development of communications products and services. By offering advice and assistance in planning and co-ordination, the Communications Division aids the departments in developing strategies for public relations, media relations, and internal communications. The division is also responsible for promoting the profile of the Government of Nunavut.

Evaluation	420	465	465	465
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The Evaluation section conducts program evaluations and serves as a resource to GN departments and agencies with respect to evaluation and performance measurement.

Total, Policy and Communications	2,750	2,916	2,864	2,856
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Priorities (2009-10)

- Assist in the development of an action plan and an implementation plan for *Tamapta/CL^cC: Building our future together*.

Status: *Through the coordination of the Qanukkanniq Report Card contract with North Sky Consulting, information was provided to Full Caucus and Cabinet on public perceptions before completion of the mandate document Tamapta/CL^cC: Building our future together. The strategic directions given by that mandate are operationalized through this document, the GN Business Plan for 2010-2013.*
- Monitor and report on the achievement of objectives in *Tamapta*.

Status: *New processes were created for the monitoring of mandate implementation. The new processes include monitoring by interdepartmental committees, in addition to existing accountability measures.*
- Establish a GN performance measurement system to enhance service delivery.

Status: *A draft evaluation framework document was developed as a reference document for departments. Further work will be done in collaboration with other departments to design a performance management system, based in part on measurement of results.*
- Implement strategies to improve support for decentralized offices.

Status: *Through the Qanukkanniq Report Card, public and employee perceptions of the performance of decentralized offices were gathered. A functional review of decentralized offices will be conducted as a priority action in 2010/11.*

- Advance the Nunavut General Monitoring Program (NGMP) by working with all parties to submit a proposal to the Government of Canada.
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.*
- Develop a government wide consultation policy and guidelines.
Status: *The department, working with Economic Development and Transportation, sponsored a government-wide workshop on citizen engagement (increasing public involvement in consultation, deliberation, and action). Government-wide guidelines for using public engagement processes are in preparation for completion by March 2010.*
- Develop a Government of Nunavut Communications Strategy.
Status: *Immediate focus was placed on the development of a new website through the work of an interdepartmental working group. An Interdepartmental Communications Committee has been created and will complete the development of a GN Communications Strategy in 2010-11.*

Priorities (2010-11)

- Review and update all sections of the Administrative Procedures Manual, in consultation with all GN departments and agencies.
- Complete the development and implementation of the Government of Nunavut Communications Strategy.
- Coordinate, through Policy Officials Committee, the implementation of pilot projects employing “public engagement” processes.
- Coordinate the delivery of coordinated advice and alignment of interdepartmental policy through Policy Officials Committee.
- Participate actively in efforts at coordinating GN resources and policies to build capacity in the public service.
- Continued redevelopment of the Government of Nunavut website.
- Continued participation in the Nunavut General Monitoring Program established under the *Nunavut Land Claims Agreement*.
- Take a comprehensive and strategic approach to promoting sustainable economic development and environmental stewardship coordinated with partners to support efficient and effective land use planning, environmental assessment and regulatory processes.

Priorities (2011-12)

- Coordinate the complete implementation of performance management systems across government.

- Coordinate the implementation of improvements in response to the functional review of decentralized offices.
- Participate actively in efforts at coordinating GN resources and policies to build capacity in the public service.
- Following the completion of the improved GN website and in coordination with improved information systems, begin the establishment of a central GN telephone information desk.
- Take a comprehensive and strategic approach to promoting sustainable economic development and environmental stewardship coordinated with partners to support efficient and effective land use planning, environmental assessment and regulatory processes.

Priorities (2012-13)

- Participate actively in efforts at coordinating GN resources and policies to build capacity in the public service.
- Follow up on areas that require improvement in the implementation and delivery of the GN Communication Strategy.
- Prepare a plan for coordinated advice to be provided to the members of the Executive Council of the 4th Legislative Assembly of Nunavut, in cooperation with all departments and agencies and through the Policy Officials Committee.
- Take a comprehensive and strategic approach to promoting sustainable economic development and environmental stewardship coordinated with partners to support efficient and effective land use planning, environmental assessment and regulatory processes.

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)	2009-10	2010-11	2011-12	2012-13
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Aboriginal & Circumpolar Affairs		408	478	478	478
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Manages and advises on government policies and positions relating to the implementation of the *Nunavut Land Claims Agreement*, relations with Nunavut Tunngavik Incorporated, and relations with the federal, provincial and territorial governments on other aboriginal land claims that overlap with the Nunavut Territory.

Circumpolar Affairs represents the government in Arctic Council related issues, bilateral relations with other circumpolar organizations and governments and regions, and relations with circumpolar indigenous groups.

Devolution		1,114	1,219	1,550	2,404
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Leads the GN's negotiations with the Government of Canada and NTI towards the conclusion of a devolution agreement. The transfer of 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.

Intergovernmental Affairs		665	793	793	793
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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.

Intergovernmental Relations		321	422	422	422
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The GN Ottawa Office is led by the ADM for Intergovernmental Affairs and supported by legal counsel and office staff. Its primary function is to liaise with the federal government and other government offices in Ottawa. In addition, Ottawa staff are

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

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

Energy Secretariat	648	678	678	676
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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.

Total, Intergovernmental Affairs	3,156	3,590	3,921	4,773
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Priorities (2009-10)

- Engage Canada and NTI in formal negotiations for the transfer of provincial-like authority over Crown land and non-renewable resources.
Status: Canada has appointed a chief federal representative to the Minister of Indian Affairs and Northern Development to advise him on devolution issues. Canada has not yet appointed its devolution negotiator or received a devolution negotiation mandate from the Privy Council.
- Participate in the ratification of the Eeyou Marine Region claims agreement.
Status: Pending significant events that cause the Ratification Committee to alter the schedule, the referendum community tour will occur January-March 2010 with the final vote on March 26, 2010. The GN participates in the Ratification Committee and will attend the community tour.
- Assist Nunavummi Tasiujarjuamiunguqatigiit Katutijjiqatingiingit (NTK)/ Nunavut Hudson Bay Inter-Agency Working Group with hosting the Hudson Bay Awareness Summit.
Status: NTK working towards incorporating as a not-for-profit under the Nunavut Societies' Act and will also register as a charitable organization with Revenue Canada. Once incorporated, NTK Association will partner with the International Institute of Sustainable Development (IISD) in Winnipeg and begin work on the Hudson Bay Awareness Summit.

- Participate in the implementation of the *Nunavik Land Claims Agreement*.
Status: The GN participates in the Nunavik Marine Region Implementation Committee. Work in 2009-2010 includes the establishment of the Institutes of Public Governments under the Nunavik Inuit Land Claims Agreement: the Nunavik Marine Region Wildlife Board, Impact Review Board and Planning Commission. Nunavut nominates one member to each board.
- Negotiate settlement of the Athabasca and Manitoba Denesuline claims, with Canada.
Status: The GN is a member of the federal negotiating team. Negotiations are complex and ongoing.
- 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.
Status: Work is on-going and allows Nunavut to present our views and ideas of national and global importance to audiences outside our boundaries.
- Complete the negotiations process of the Implementation contract for the *Nunavut Land Claims Agreement*.
Status: While *NTI v Canada* is before the courts, no negotiations on the Implementation Contract have occurred.
- Work with Nunavut Tunngavik Incorporated to advance the priorities set out in a revised protocol for working together with NTI.
Status: Based on direction from the NTI board and the Government of Nunavut's *Tamapta*, drafting is well underway for a new protocol for working together. The protocol is expected to be signed in the 09-10 fiscal year.
- Develop an energy public awareness strategy with relevant departments and agencies.
Status: This strategy is now in development and the first phase of delivery is planned for before the end of the 2009-2010 fiscal year. This work will complement the ongoing energy public awareness activities of CGS' Nunavut Energy Management Program.
- Prepare for and participate in the Western Premiers' Conference in Dawson City, Yukon, June 2009.
Status: The Western Premiers met in Dawson City and agreed Aboriginal partnerships are important for community growth, called for measures to reduce gang violence and agreed on a plan for Employment Insurance reform.

- 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.

Status: The Council of the Federation met in Regina, Saskatchewan having agreed on making H1N1 preparations a priority, advanced open trade in Canada through adoption of new chapters in the Agreement on Internal Trade, agreed to work with Canada on strengthening and addressing Canada-US trade issues, agreed to focus discussion on innovation to green the economy, improve competitiveness and support the knowledge sector and discussed the importance of enhancing international relationships, particularly with the European Union and in the Asia-Pacific area.

- Continue implementation work on the Northern Vision dialogue and in working groups, with a report to Northern Premiers at their July 2009 meeting.

Status: This work and priority is being reviewed for current issues and in the context of the recently released federal Northern Strategy.

- 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.

Status: Nunavut has joined the Northern Forum, work is progressing on renewing and strengthening the relationship with Greenland.

- Formalize the GN protocol process for visiting delegations and dignitaries from other jurisdictions.

Status: On-going work

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

Status: Nunavut Tunngavik Incorporated filed a claim in court for non-implementation of the NLCA against the federal government, this claim is before the courts, since the claim was filed, and no negotiations have been held.

- Work with Nunavut Tunngavik Incorporated to advance the priorities set out in a revised protocol for working together with NTI.

Status: A new protocol is being developed

- Implement the *Ikummatiit* Energy Strategy through a coordinated approach with affected departments and agencies.

Status: The Ikummatiit Implementation Plan will be completed and approved before the end of this fiscal year. Affected Departments have been and will continue to be consulted.

Priorities (2010-11)

- Engage Canada and other partners like INAC and NTI in formal negotiations for the transfer of authority over Crown land and non-renewable resources.
- Investigate other national and international venues for enhancing our recognition in Canada and the world by presenting our views and ideas on matters of national and global importance, including the Western Premiers' Conference, the Council of the Federation, the Arctic Council, and the Inuit Circumpolar Council. This will include co-chairing the Northern Forum with the Territory of Yukon and assisting in stabilizing its membership and projects.
- Participate in the *Aboriginal Affairs Working Group* with all provinces and territories and the five National Aboriginal Organizations and cooperate in the development of an Aboriginal Action Plan for economic development and education.
- Ensure that the Government of Nunavut's obligations for the implementation of various land claims agreements are met fully, or exceeded, especially with respect to the *Nunavut Land Claims Agreement*.
- Continue working with Canada to negotiate and settle the Athabasca and Manitoba Denesuline claims.
- Begin implementation of *Ikummatiit* in cooperation with relevant GN Departments and partners pursuant to the *Ikummatiit* Implementation Plan .

Priorities (2011-12)

- Finalize a devolution Agreement in Principle with Indian and Northern Affairs Canada and Nunavut Tunngavik Incorporated, pending the conclusion of negotiations.
- Co-Chair the Northern Forum with the Territory of Yukon.
- Ensure that the Government of Nunavut's obligations for the implementation of various land claims agreements are met fully, or exceeded, especially with respect to the Nunavut Land Claims Agreement.
- Continue working with partners to integrate renewable energy into Nunavut's energy regime pursuant to *Ikummatiit*.
- Further reduce Nunavut's fossil fuel consumption through enhanced energy efficiency and energy conservation technologies and practices such as the Nunavut Energy Code, residual heating, public awareness, energy trades training, and building retrofitting.

Priorities (2012-13)

- Prepare a final devolution agreement based on the Agreement in Principle.
- Ensure that the Government of Nunavut's obligations for the implementation of various land claims agreements are met fully, or exceeded, especially with respect to the Nunavut Land Claims Agreement.
- Continue implementation of *Ikummatiit's* energy supply and energy demand objectives such as the construction of Nunavut's first Wind-Hydrogen-Diesel project through cooperation with federal, provincial, territorial and private partners.

Appendix I: Financial Summary

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	1,472	11.5	2,854	37.0	4,107	36.0	4,088	36.5
Grants and Contributions	300		300		300		300	
Other O&M	534		2,168		2,013		1,938	
Subtotal	2,306		5,322		6,420		6,326	
STATISTICAL SERVICES								
Compensation and Benefits	740	6.0	665	6.0	766	6.0	766	6.0
Grants and Contributions	–		–		–		–	
Other O&M	160		159		58		58	
Subtotal	900		824		824		824	
POLICY AND COMMUNICATIONS								
Compensation and Benefits	2,156	20.0	2,373	20.0	2,373	20.0	2,373	20.0
Grants and Contributions	–		–		–		–	
Other O&M	594		543		491		483	
Subtotal	2,750		2,916		2,864		2,856	
NUNAVUT CABINET								
Compensation and Benefits	3,076	27.0	3,300	27.0	3,300	27.0	3,300	27.0
Grants and Contributions	–		–		–		–	
Other O&M	1,366		1,324		1,324		1,324	
Subtotal	4,442		4,624		4,624		4,624	
COMMISSIONER OF NUNAVUT								
Compensation and Benefits	154	1.0	151	1.0	151	1.0	151	1.0
Grants and Contributions	10		10		10		10	
Other O&M	138		129		129		129	
Subtotal	302		290		290		290	
INTERGOVERNMENTAL AFFAIRS								
Compensation and Benefits	1,204	10.5	1,422	11.5	1,422	11.5	1,422	11.5
Grants and Contributions	–		–		–		–	
Other O&M	430		471		471		469	
Subtotal	1,634		1,893		1,893		1,891	

Appendix I: Financial Summary

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
ABORIGINAL & CIRCUMPOLAR AFFAIRS								
Compensation and Benefits	215	5.0	283	5.0	283	5.0	283	5.0
Grants and Contributions	90		96		96		96	
Other O&M	103		99		99		99	
Subtotal	408		478		478		478	
DEVOLUTION								
Compensation and Benefits	658	5.5	765	7.0	1,118	9.0	1,950	12.0
Grants and Contributions	–		–		–		–	
Other O&M	456		454		432		454	
Subtotal	1,114		1,219		1,550		2,404	
TOTAL	13,856	86.5	17,566	114.5	18,943	115.5	19,693	119.0

**Department of
Finance**

**Business
Plan**

2010-2013

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CORE BUSINESS

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

	Budget (\$000)			
	2009-10	2010-11	2011-12	2012-13
Advisory and Administrative	1,217	1,227	1,227	1,227
Policy and Planning	2,863	3,111	3,111	3,111
Financial Management	2,534	3,068	3,068	3,068
Internal Audit Services	992	1,176	1,176	1,176
Comptrollership	14,115	14,160	14,160	14,160
Centrally Administered Funds	33,162	34,727	34,727	34,727
TOTAL	54,883	57,469	57,469	57,469

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)	2009-10	2010-11	2011-12	2012-13
Directorate		1,217	1,227	1,227	1,227
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).					
Total, Advisory and Administrative		1,217	1,227	1,227	1,227

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^cC: Building our future together*.

Status: *Completed. The department provided administrative support for the creation, execution and completion of the government's Report Card initiative.*

- 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.

Status: *Completed. The action plan was drafted, completed and then discussed at the Standing Committee in the fall 2009. This will be implemented during the next three fiscal years.*

Priorities (2010-11)

- Coordinate and oversee the initial implementation of the action plan for strengthening financial management in the government.
- Promote training and development across all financial groups in the GN including the administrative, technical and professional levels.

Priorities (2011-12)

- Continue to coordinate and oversee the implementation of the strengthening financial management to ensuring deliverables are met.
- Monitor, review and reprioritize opportunities for improvement to strengthening financial management based on results of initial implementation of the action plan.

Priorities (2012-13)

- Finalize implementation of the action plan for strengthening financial management in the government from an administrative, technical and professional viewpoint.

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 Agencies Council (PAC) in its role of providing advice to Cabinet with respect to Nunavut’s public agencies. Policy and Planning also negotiates monitors and manages the fiscal arrangements with the Federal Government. In addition to providing fiscal and economic policy advice, the Policy and Planning Branch also administers the tax system, risk management, 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.
- 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.
- Negotiate and manage the Territorial Formula Financing Agreement and other fiscal arrangements with the Federal Government to maximize benefits to the GN.
- Provide advice on the fiscal and economic implications of GN policies and proposed initiatives to facilitate sound decision making.
- Provide fiscal and economic analyses, updates and advice to help develop a vision for Nunavut’s economy and chart its future growth.
- Through the Public Agencies Council, continue to provide liaison, assistance and guidance to public agencies.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Fiscal Policy		1,277	1,457	1,457	1,457

The Fiscal Policy Division comprises two sections: Fiscal and Economic Policy and Taxation. The Fiscal and Economic Policy Section's mission is to build the GN's fiscal capacity, self-reliance and independence, and to develop and promote a comprehensive vision of Nunavut's unique Northern economy. Its work includes setting macroeconomic policy, negotiating and managing fiscal arrangements with the federal government, forecasting federal transfers to the GN, and monitoring Nunavut's overall economic health. In particular, it takes responsibility for the Territorial Formula Financing arrangement, which accounts for about 80% of the GN's annual revenues. The Fiscal and Economic Policy Section also collaborates interdepartmentally on a

wide range of initiatives with fiscal and economic implications, particularly in the areas of sectoral, energy and social policy, and it plays a special role supporting intergovernmental initiatives such as devolution. The Taxation Section's mission is to ensure that the GN's tax regime is efficient, prudent, simple and fair. Its work includes setting tax policy, forecasting tax revenues, developing tax programs, enforcing compliance with tax laws, overseeing the tax-collection system, and managing relations with the Canada Revenue Agency

Corporate Policy/Public Agencies Council 1,109 **1,157** 1,157 1,157

Corporate Policy/Public Agencies 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 Agencies 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 477 **497** 497 497

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, sale and distribution of all alcohol products in the Territory of Nunavut.

Total, Policy and Planning **2,863** **3,111** **3,111** **3,111**

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.

Status: *The Minister's Task Force will investigate and report on all aspects of liquor use in the territory, and will recommend changes to the Liquor Act accordingly.*

- In the spirit of *Tamapta/CLC: Building our future together*, we will engage each territorial corporation to finalize and implement a Memorandum of Understanding (MOU). 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.

Status: *MOU templates have been developed and the memorandums themselves will be finalized with Territorial Corporations in 2010-11.*

Priorities (2010-11)

- In cooperation with the other territories and Canada, identify positive changes that may be made to the Territorial Funding Formula (TFF) and initiate meaningful federal-territorial discussions to agree on an outline for change.
- Coordinate the work of the Minister's Task Force on Liquor, ensuring that every Nunavut community is consulted and research is performed on other jurisdictions.
- Finalize and execute Memorandums of Understanding with all territorial corporations regarding governance, roles and responsibilities.

Priorities (2011-12)

- Through the federal/territorial joint committee on TFF, achieve substantial agreement on the components of a renegotiated formula. This will include an exhaustive review and analysis of the "Gross Expenditure Base" to ensure Nunavut is receiving its fair share of transfer payments.
- Finalize the work of the Minister's Task Force on Liquor, report on the results and initiate necessary changes to the *Liquor Act* with a view to promoting the responsible use of alcohol.

Priorities (2012-13)

- Implement all changes to the liquor regime in Nunavut based on the recommendations of the Ministers Task Force on Liquor.
- Begin substantive re-negotiation of the TFF to achieve greater fiscal capacity for the GN.
- Support the Devolution Division of the Department of Executive and Intergovernmental Affairs in achieving a devolution agreement with the federal government that offers a net fiscal benefit to the GN.

Financial Management

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

Objectives

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

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Corporate Services		1,285	1,760	1,760	1,760
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.					
Expenditure Management		1,249	1,308	1,308	1,308
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.					
Total, Financial Management		2,534	3,068	3,068	3,068

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.

Status: *Complete.*

- As a central agency responsible for sound financial management we 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.

Status: *Completed. Quarterly reporting for vote 4/5 funding agreements was implemented for June 30, 2009. Finance further reviewed various non Territorial Formula Financing revenue sources within the GN and will be monitoring these on a quarterly basis. Finance will continue to refine the reporting and monitoring of both processes over the coming year.*

Priorities (2010-11)

- Establish and implement a professional training regime to enhance the financial expertise of the territory at all levels.
- Develop a standardized set of job descriptions within the Financial /Accounting field.
- Deliver training sessions on specific Financial Administration Act and Financial Administration Manual directives and regulations.
- Improve accountability in the Main Estimates budget process. This will involve a review the existing business case format used to justify incremental funding requests from departments.
- Review the current variance reporting process used to monitor departmental budgets during the year, and develop a more accurate budgeting/forecasting tool.

Priorities (2011-12)

- Improve forecasting and budgeting. A review of the existing Main Estimates and Capital Estimates process will focus on ensuring funding approved for Capital captures the associated O&M costs. Consideration will also be given to consolidation of the Main Estimates and Capital Estimates.

- Implement, monitor and evaluate the budgeting/ forecasting tool and make value-added adjustments as necessary.

Priorities (2012-13)

- Produce a GN Expenditure Management Handbook that will act as a tool and provide guidance with respect to budget management processes and procedures.

Internal Audit Services

The Internal Audit Services Branch (IASB) provides the departments and agencies of the GN with independent and objective assurance and consulting activities designed to add value and improve the GN's operations. IASB helps the GN to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and recommend improvements in the effectiveness of risk management, internal controls, and governance processes.

Objectives

- To provide assurance and consulting support for GN departments and public agencies, prioritized by highest risk and vulnerability, through the implementation of an annual risk based audit plan. In addition, to conduct investigative audits and perform consulting and advisory services for departments upon request.

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 assurance* 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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Internal Audit Services		992	1,176	1,176	1,176
IASB supports the departments and public agencies of the Government of Nunavut by providing independent assurance 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.					
Total, Internal Audit Services		992	1,176	1,176	1,176

Priorities (2009-10)

- Implement a feedback system from audit clients, including development of a feedback questionnaire, which will allow for improved services.

Status: *Complete. The department has received feedback from audit clients to assist in the development of options for improved services.*

- Fully implement the risk-based audit approach during 2009-10.

Status: *Complete. A risk-based approach has been incorporated into services provided to departments.*

Priorities (2010-11)

- Ensure that the appropriate mix of assurance services are fully executed based on IASB's annual audit plan and established timelines.
- Initiate an independent quality review of IASB operations with a view towards maximizing the effectiveness of the Branch.

Priorities (2011-12)

- Ensure that the appropriate mix of assurance services are fully executed based on IASB's annual audit plan and budgeted hours.
- Incorporate the results of the independent operational review into the risk based audit plan, employee work plans and the daily procedures of the IASB.

Priorities (2012-13)

- Perform a comprehensive internal review of the IASBs methods and systems (e.g. Team Mate auditing software and time management software) to ensure the IASB has the most modern tools at its disposal and is able to operate at peak efficiency.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
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Accounting Policy and Financial Systems Management

2,599	2,667	2,667	2,667
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Accounting Policy and Financial Systems Management develops and maintains central accounting and financial systems, financial administration and accounting policies and procedures to meet the operational needs of management and to conform to statutory and regulatory requirements.

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

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

Financial Reporting and Controls 1,504 **1,594** 1,594 1,594

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

Financial Operations 2,518 **2,672** 2,672 2,672

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.

Compensation and Benefits 2,419 **2,147** 2,147 2,147

Compensation and Benefits provides comprehensive payroll and benefit plan services to government employees, including the administration of the Public Service Pension Plan. It also provides guidance and functional support for operations carried out by the three regional financial services offices. It has the responsibility for managing the payroll and benefits module of the Government's Human Resources Information System in conjunction with Accounting Policy and Financial Systems Management.

Regional Financial Services 5,075 **5,080** 5,080 5,080

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.

Total, Comptrollership **14,115** **14,160** **14,160** **14,160**

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.

Status: *Ongoing and near completion. All projects are underway and on schedule to be completed by March 31, 2013.*

- Complete the changes to the Financial Administration Manual.

Status: *Complete. The updated manual has been distributed to departments.*

- Complete the new Financial Procedures Manual.

Status: *Complete. The updated manual has been distributed to departments.*

- Continue work on the Public Accounts Strategy as part of the Strengthening Financial Management initiative.

Status: *Completed. The yearend reporting process now includes improved guidelines and timelines for the completion of the information as well as improved due diligence, quality control and assurance processes in Finance. A new reporting model 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.*

- Complete the Financial Handbook for Program Managers as part of the Strengthening Financial Management initiative.

Status: *Completed. Following extensive consultation with managers at all levels of government, a training needs assessment was also completed in July 2009.*

- Work closely with public agencies to facilitate the migration to International Financial Reporting Standards.

Status: *More preparatory work is required to meet these standards.*

- Formalize a plan to actively manage and reduce aged receivable accounts.

Status: *Complete. An Accounts Receivable Working Group was established and has been actively working to address the aged receivable issue across the GN. Three permanent Collections staff are now in place and have been assigned to each departmental portfolio.*

- Complete an implementation plan for the next phase in working towards a shared services model through the restructuring of financial services.

Status: *The first draft of the implementation plan has been drafted for review.*

Priorities (2010-2011)

- Provide training and reference materials at all stages of the GN's Accounts Payable cycle; from vendors understanding what source documentation is required, to program officers able to efficiently review and approve payments through to the physical payment of the invoice.

- Implement measures to reduce the amount and average age of accounts receivable.
- Develop a strategic plan for the development of an effective payroll and benefits module of the GN Human Resources Information systems and processes.
- Continue to deliver the mandated priorities of the Strengthening Financial Management initiative, as per its implementation schedule.

Priorities (2011-2012)

- With the Department of Human Resources, implement a Leave and Benefits module for the GN Human Resources Information systems and processes.
- Implement measures to further reduce the amount and average age of accounts receivable.
- Continue to deliver the mandated priorities of the Strengthening Financial Management initiative, as per implementation schedule.

Priorities (2012-13)

- Finalize the Strengthening Financial Management projects and use the outcomes from the project as a springboard to further contribute to a professionally staffed, financial system, backed up by a modern computer network system.
- Reduce average age of receivables to less than 120 days outstanding.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Employee Benefits		12,344	13,122	13,122	13,122
Employee Benefits provides funding for dental and Workers' Safety and Compensation Commission premiums, medical travel and other benefits for Government of Nunavut employees.					
Capital Leases		9,894	10,105	10,105	10,105
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.					
GN Insurance		3,524	4,100	4,100	4,100
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					
Energy Subsidies and Contributions		7,400	7,400	7,400	7,400
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.					
Total, Centrally Administered Funds		33,162	34,727	34,727	34,727

Appendix: Financial Summary

Branch	2009 – 2010 Main Estimates		2010 – 2011 Main Estimates		2011 – 2012 Planned		2012 – 2013 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	897	8.0	907	7.0	907	7.0	907	7.0
Grants and Contributions	–		–		–		–	
Other O&M	320		320		320		320	
Subtotal	1,217		1,227		1,227		1,227	
POLICY AND PLANNING								
Compensation and Benefits	2,287	38.0	2,551	38.0	2,551	38.0	2,551	38.0
Grants and Contributions	–		–		–		–	
Other O&M	576		560		560		560	
Subtotal	2,863		3,111		3,111		3,111	
FINANCIAL MANAGEMENT								
Compensation and Benefits	2,193	27.0	2,715	28.0	2,715	28.0	2,715	28.0
Grants and Contributions	–		–		–		–	
Other O&M	341		353		353		353	
Subtotal	2,534		3,068		3,068		3,068	
INTERNAL AUDIT SERVICES								
Compensation and Benefits	801	9.0	984	9.0	984	9.0	984	9.0
Grants and Contributions	–		–		–		–	
Other O&M	191		192		192		192	
Subtotal	992		1,176		1,176		1,176	
COMPTROLLERSHIP								
Compensation and Benefits	11,381	127.0	11,484	127.0	11,484	127.0	11,484	127.0
Grants and Contributions	–		–		–		–	
Other O&M	2,734		2,676		2,676		2,676	
Subtotal	14,115		14,160		14,160		14,160	
CENTRALLY ADMINISTERED FUNDS								
Compensation and Benefits	3,344	–	3,422	–	3,422	–	3,422	–
Grants and Contributions	7,400		7,400		7,400		7,400	
Other O&M	22,418		23,905		23,905		23,905	
Subtotal	33,162		34,727		34,727		34,727	
TOTAL	54,883	209.0	57,469	209.0	57,469	209.0	57,469	209.0

**Department of
Human
Resources**

**Business
Plan**

2010-2013

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CORE BUSINESS

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

Core Business	Budget (\$000)			
	2009-2010	2010-2011	2011-2012	2012-2013
Directorate	3,438	3,587	3,587	3,587
Staffing	5,196	5,234	5,234	5,234
Community Operations	3,062	3,213	3,213	3,213
Job Evaluation & Organizational Design	892	923	923	923
Inuit Employment Planning	783	793	793	793
Training and Development	6,930	6,952	6,952	6,952
Employee Relations	2,066	2,128	2,128	2,128
TOTAL	22,367	22,830	22,830	22,830

Directorate

The Directorate, in a client services environment, 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, and human resources development 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 quality and timely policy review, development and advice to the department.
- To provide sound and effective financial, systems, human resources and administrative services.
- To provide leadership in the development of HR systems.
- To provide strategic direction to ensure that the department has a client service focus.

Programs Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Deputy Minister	368	395	395	395
<p>The Deputy Minister 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.</p>				
Policy & Planning	630	693	693	693
<p>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.</p>				
Corporate Services	2,440	2,499	2,499	2,499
<p>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.</p>				
Total, Directorate	3,438	3,587	3,587	3,587

Priorities (2009-2010)

- Develop and implement a new *Public Service Act*.

Status: *Planning and preliminary preparations have begun for the development of a new Public Service Act.*

- Implement a Senior Manager's Handbook.

Status: *Work on the development of an updated Senior Manager's Handbook has begun and will be completed by the end of the fiscal year.*

- Introduce the Code of Values and Ethics.

Status: *The department has incorporated changes based on input from stakeholders and plans to introduce the Code of Values and Ethics in the new fiscal year.*

- Deliver training and ongoing compliance auditing to improve the efficient and effective use of the P2K Leave and Attendance system.

Status: *The department has delivered training and audited leave and attendance files in all offices where leave is being tracked.*

- Collaborate with Community and Government Services and Finance to support the P2K Upgrade to ePersonality.

Status: *The department has worked collaboratively with the Departments of Finance and Community and Government Services to develop a comprehensive project plan for the upgrade of P2K to ePersonality.*

Priorities (2010-2011)

- In collaboration with our stakeholders, develop a comprehensive implementation strategy to address the language of work requirements of the *Inuit Language Protection Act*.
- Implement organizational changes as a result of a functional and organizational review of the Department of Human Resources.
- Prepare a response to the audit report on Human Resources Capacity from the Office of the Auditor General and develop an action plan to address concerns.
- Begin the process of updating the *Public Service Act*.
- Implement upgrade to ePersonality with a “go live” date in the first quarter of the fiscal year.
- Implement a report website for P2K to automate the access to departmental human resources management and information data, in collaboration with the Departments’ of Finance, Community and Government Services and Executive and Intergovernmental Affairs.
- Collaborate with the Job Evaluation Division on the implementation of the Job Evaluation module for ePersonality.

Priorities (2011-2012):

- In collaboration with stakeholders, develop an extensive government-wide Human Resources Strategy.
- Continue with *Public Service Act* renewal, focusing on review of consultations and final recommendations before legislative drafting with a target introduction date of March 2012.

- Implement the action plan to address concerns of the OAG on Human Resources Capacity Audit.
- Develop and implement a language incentive policy for the GN.
- Collaborate with the Staffing Division on the implementation of the Recruitment and Selection module for ePersonality.
- Collaborate with the Employee Relations Division on the implementation of the Employee Relations module for ePersonality.

Priorities (2012-2013):

- Implementation of a renewed *Public Service Act*, and incorporate updates to the HR Manual directives and Handbooks.
- Collaborate with the Training and Development Division on the implementation of the Training and Development module for ePersonality.
- Collaborate with the Employee Relations Division on the implementation of the Occupational, Health and Safety module for ePersonality.

Staffing

The 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, Education and Nunavut Arctic College.

Programs Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Staffing	1,823	1,861	1,861	1,861

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.

Summer Student Employment	950	950	950	950
Equity Program				

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.

Relocation	2,423	2,423	2,423	2,423
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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.

Total, Staffing	5,196	5,234	5,234	5,234
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Priorities (2009-2010)

- Increase recruitment efforts for professional positions.
Status: *Vacant professional positions are being recruited by advertising in the specialized professional journals and websites.*
- Develop compliance audit tools to audit delegated recruitment of Nunavut Arctic College and Health and Social Services competitions.
Status: *Planning and preliminary preparations have begun for the development of the compliance audit tools.*

Priorities (2010-2011):

- Develop and implement strategic measures to increase the recruitment of professionals (accountants, computer specialist, lawyers, and engineers).
- Launch the compliance audit tools to audit delegated recruitment of Nunavut Arctic College and Health and Social Services competitions.
- Develop program specific training for staff to ensure the staffing processes, procedures and reporting is consistently applied across the GN.
- Develop a government-wide Recruitment and Retention Strategy.

Priorities (2011-2012)

- Develop an implementation plan and begin implementing the Recruitment and Retention Strategy.
- Implement the compliance audit tools for the delegated recruitment of Nunavut Arctic College and Health and Social Services competitions.
- Collaborate with the Corporate Services Division on the implementation of the Recruitment and Selection module for ePersonality.

Priorities (2012-2013)

- Evaluate the audit procedures, processes, and tools for the delegated recruitment of Nunavut Arctic College and Health and Social Services competitions.
- Monitor progress and evaluate the effectiveness of the Recruitment and Retention Strategy.

Community Operations

The Community Operations division is responsible for the delivery of departmental programs and services in the communities from three regional offices. Reporting to the Assistant Deputy Minister of Human Resources, these offices provide staffing services, training programs, employee relations and job evaluation referrals to Human Resources headquarters. Community Operations also help to develop and implement human resource policies and to conduct training to upgrade the skill levels of employees working in the decentralized communities.

Objectives

- To provide leadership and coordination for the Department's human resources development activities including employee training, priority hiring planning, career development programming and human resources planning. Reconfirm organization strategy to be a client focused department.
- To provide personnel and general administrative services to the Department for the staffing and management of employees and for other support services.

Programs Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Community Operations	3,062	3,213	3,213	3,213

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.

Total, Community Operations	3,062	3,213	3,213	3,213
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Priorities (2009-2010)

- Previously not identified.

Priorities (2010-2011)

- Participate in the development of the Recruitment and Retention Strategy to ensure a community focused approach.
- Identify the GN department’s training and development needs at the regional/community level.

Priorities (2011-2012):

- Participate in the implementation of the Recruitment and Retention Strategy.
- Deliver the identified department’s training and development programs in the communities.

Priorities (2012-2013):

- Participate in the monitoring and evaluation of the Recruitment and Retention Strategy.
- Evaluate the delivered training and development programs in the communities.

Job Evaluation & Organizational Design

Job Evaluation and Organizational 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.

Programs Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Job Evaluation	892	923	923	923
<p>The program assists departments through job description writing training, bilingual bonus administration, and exclusions from the bargaining unit. In addition to providing advice to departments' organization design, the division provides advice to Cabinet on major reorganizations through the Deputy Minister.</p>				
Total, Job Evaluation and Organizational Design	892	923	923	923

Priorities (2009-2010)

- Improve job evaluation services through the identification of service gaps to support and enhance the Staffing Division's recruitment goals.
Status: Implemented a new job evaluation database which is user friendly and can easily create reports to update departments on services provided.
- Initiate the Job Evaluation Monitoring Program to ensure fair and consistent evaluation results across the public service.
Status: Inconsistencies are being identified, researched and addressed with rationales. Job groups targeted include positions in the Departments of Finance and Human Resources.
- Use the new P2K data to statistically monitor evaluation results for consistency and fairness.
Status: Populating of the data will be completed by end of the fiscal year.

Priorities (2010-2011):

- Monitor and review reports generated by the new Job Evaluation database.
- Evaluate the Job Evaluation Monitoring Program to ensure that evaluation results are fair and consistent across the public service.
- Collaborate with Corporate Services on the implementation of the Job Evaluation module for ePersonality.

- Increase client awareness of the responsibilities of the Job Evaluation Division with a view to providing improved support to departments.

Priorities (2011-2012):

- Prepare an annual Job Evaluation Service Report for distribution to departments.
- Promote quality of service by identifying service gaps and implementing improvements.

Priorities (2012-2013):

- Promote transparency by providing departments with viewing access to the Job Evaluation database.

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 monitor and report beneficiary representation in the GN public service.
- To develop tools to support and work towards increasing beneficiary representation in the GN Public Service.
- To support the GN in fulfilling its legal obligation under Article 23 of NLCA.
- To support GN in the development of a government wide IEP.

Programs Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Inuit Employment Planning	783	793	793	793

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.

Total, Job Evaluation	783	793	793	793
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Priorities (2009-2010)

- Develop a GN-Wide Inuit Employment Plan for the 2009 – 2013 planning period in consultation with departments and agencies.

Status: *Work has been initiated on the development of a 2010-2013 Inuit Employment Plan.*

- Develop an evaluation framework for the IEP, complete with performance measures.

Status: *Work on the development of an evaluation framework for IEP has been deferred to the new fiscal year.*

- Create a GN-Wide Career Planning Framework.

Status: *Work on the development of a GN-wide Career Planning Framework has been deferred to the new fiscal year.*

Priorities (2010-2011)

- Complete a GN-Wide Inuit Employment Plan for the 2010 – 2013 concentrating on the development of GN-wide initiatives.
- Develop an evaluation framework for the Inuit Employment Plan complete with performance measures.
- Create a GN-wide Career Planning Framework.

Priorities (2011-2013)

- Coordinate the implementation of GN-wide initiatives for the 2010-2013 Inuit Employment Plan
- Implement the evaluation framework for Inuit Employment Plan.
- Implement a GN-wide Career Planning Framework with the cooperation of all departments and agencies.

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.

Programs Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Training and Development	6,930	6,952	6,952	6,952
Total, Training and Development	6,930	6,952	6,952	6,952

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.

Priorities (2009-2010)

- Ensure that Learning Plan Guidelines are available electronically for all GN employees.

Status: *The Training and Development Division will continue to provide Learning Plans guidance to departments until the Plan Guidelines are available for electronic distribution in March 2010.*

- Launch an employee orientation website.

Status: *The employee orientation website, available in all languages, will be launched by the end of the fiscal year.*

- Develop a training fund.

Status: *An ongoing training fund has been developed with an allotment of \$1M for specialized training and \$ 1M for occupational training. The entire fund has been committed for delivery of training initiatives in 2009-10.*

Priorities (2010-2011)

- Develop a Communications Program under the Occupational Training Programs.
- Develop and deliver Client Service Training for departments.
- Develop a Cultural Program framework.
- In collaboration with the Department of Culture, Language, Elders and Youth, develop tools that support the development and delivery of a comprehensive language training program for GN employees.

Priorities (2011-2012)

- Develop an implementation plan and begin implementing the training component of the Human Resources Strategy.
- Deliver the Communications Program under the Occupational Training Programs.
- Develop and deliver accredited employee training programs from recognized educational institutions.
- Collaborate with the Corporate Services Division in the implementation of the Training and Development module for ePersonality.
- Deliver the renewed Cultural Program.

Priorities (2012-2013)

- Evaluate and assess the quality and effectiveness of all occupational training programs.
- Develop a training framework in collaboration with our stakeholders to increase human resources capacity within the public service.
- In collaboration with the Department of Culture, Language, Elders and Youth, develop training modules on the use of standardized terminology.

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

- Lead the GN in collective bargaining/negotiations internally and represent the GN in external negotiations as mandated.
- Ensure compliance with all legislation that impacts employee/employer relations.
- Lead in the coordination of employee recognition, performance management, and attendance management programs. .
- Provide staff relations expertise in the interpretation of human resource policies and collective agreements.
- Provide leadership and guidance in the administration of Workplace Health and Safety, Employee Recognition, Performance Management, and Attendance Management programs.

Programs Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Employee Relations	1,637	1,699	1,699	1,699
Provides professional employee relations advice and services to departments and leads collective bargaining for the GN as mandated.				
Workplace Wellness	429	429	429	429
The Workplace Wellness Program is designed to assist GN employees and their families in maintaining and/or improving their overall wellbeing.				
Total, Employee Relations	2,066	2,128	2,128	2,128

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.
Status: An Alternative Dispute Resolution Committee has been formed to begin developing the process. Ongoing input from stakeholders continues to promote workplace health and wellness.
- Develop and implement an Attendance Management Program for the Government of Nunavut.
Status: An Attendance Management Program Committee has been formed to begin developing the program. A GN Attendance management policy has been drafted.

- Develop a formalized workplace wellness program and communication plan to promote workplace health and self-reliance.

Status: A formalized workplace wellness program has been developed and a survey has been drafted to evaluate the Workplace Wellness Program.

- Deliver the Performance Management Program to promote learning and self-reliance.

Status: An Employee Relations Training Consultant has been hired, a Performance Management directive has been drafted and draft workplan has been prepared

Priorities (2010-2011):

- Develop a Workplace Conflict Resolution Program for the Government of Nunavut.
- Develop and implement an Attendance Management Program for the Government of Nunavut.
- Deliver the Performance Management Program
- Review and update the GN Occupational, Health and Safety Program.
- Develop a comprehensive wellness communication plan to promote workplace health and self-reliance.

Priorities (2011-2012):

- Implement the Workplace Conflict Resolution and the Attendance Management programs.
- Evaluate the GN Performance Management and Occupational, Health and Safety programs.
- Evaluate the comprehensive wellness communication plan designed to promote workplace health and self-reliance.
- Collaborate with the Corporate Services Division on the implementation of the Employee Relations module for ePersonality.

Priorities (2012-2013):

- Evaluate the Attendance Management and Workplace Conflict Resolution, programs.
- Evaluate the Workplace Wellness Program.
- Collaborate with the Corporate Services Division on the implementation of the Occupational, Health and Safety module for ePersonality.

Appendix I: Financial Summary

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	2,778	24.0	2,927	24.0	2,927	24.0	2,927	24.0
Grants and Contributions	–		–		–		–	
Other O&M	660		660		660		660	
Subtotal	3,438		3,587		3,587		3,587	
STAFFING								
Compensation and Benefits	4,677	11.0	4,715	11.0	4,715	11.0	4,715	11.0
Grants and Contributions	–		–		–		–	
Other O&M	519		519		519		519	
Subtotal	5,196		5,234		5,234		5,234	
COMMUNITY OPERATIONS								
Compensation and Benefits	2,438	20.0	2,589	20.0	2,589	20.0	2,589	20.0
Grants and Contributions	–		–		–		–	
Other O&M	624		624		624		624	
Subtotal	3,062		3,213		3,213		3,213	
JOB EVALUATION AND ORGANIZATIONAL DESIGN								
Compensation and Benefits	831	7.0	862	7.0	862	7.0	862	7.0
Grants and Contributions	–		–		–		–	
Other O&M	61		61		61		61	
Subtotal	892		923		923		923	
INUIT EMPLOYMENT PLANNING								
Compensation and Benefits	641	5.0	651	5.0	651	5.0	651	5.0
Grants and Contributions	–		–		–		–	
Other O&M	142		142		142		142	
Subtotal	783		793		793		793	
TRAINING AND DEVELOPMENT								
Compensation and Benefits	3,024	26.0	3,046	26.0	3,046	26.0	3,046	26.0
Grants and Contributions	–		–		–		–	
Other O&M	3,906		3,906		3,906		3,906	
Subtotal	6,930		6,952		6,952		6,952	

Appendix I: Financial Summary

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
EMPLOYEE RELATIONS								
Compensation and Benefits	1,362	11.0	1,424	11.0	1,424	11.0	1,424	11.0
Grants and Contributions	–		–		–		–	
Other O&M	704		704		704		704	
Subtotal	2,066		2,128		2,128		2,128	
TOTAL	22,367	104.0	22,830	104.0	22,830	104.0	22,830	104.0

**Department of
Justice**

**Business
Plan**

2010-2013

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CORE BUSINESS

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

	Budget (\$000)			
	2009-10	2010-11	2011-12	2012-13
Advisory and Administrative Services	10,794	10,956	10,956	10,956
Law Enforcement	25,110	26,110	26,110	26,110
Legal Support Services	2,963	3,180	3,180	3,180
Court Services	7,937	8,103	8,103	8,103
Legal Registries	1,270	1,315	1,315	1,315
Corrections	23,136	23,527	23,527	23,527
Community Justice	4,792	4,861	4,861	4,861
TOTAL	76,002	78,052	78,052	78,052

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 and planning, human resources, training administration, and financial and 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.

Programs	Budget (\$000)	2009-10	2010-11	20011-12	2012-13
Deputy Minister's (DM)/Assistant Deputy Minister's (ADM) Office					
Assistant Deputy Attorney General		1,619	1,633	1,633	1,633
<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. The Assistant Deputy Attorney General is the official legal advisor to the Cabinet and the Government of Nunavut. The ADM oversees the Community Justice Division and the RCMP policing file.</p>					
Corporate Services		8,448	8,566	8,566	8,566
<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. 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>					
Policy and Planning		727	757	757	757
<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>					
Total		10,794	10,956	10,956	10,956

Priorities (2009-10)

- Explore options for a Domestic Violence Court in Nunavut.

Status: *Initial options reviewed by the Courts relating to a Domestic Violence Court in Nunavut identified a need to create a “Healthy Relationships Court”. A trial system was initiated by the Clyde River Family Justice Centre to see how it could work. Based on this additional effort into the development of a Healthy Relationships Court needs to be completed by Justice in 2010-11.*

- Update and draft new policies for all correctional facilities in Nunavut.

Status: *This is a priority of the Corrections branch. A contractor has been hired to begin the process of drafting and updating policies for all correctional facilities in Nunavut. The project will be completed by the end of 2010-11.*

- Address social concerns at their roots by exploring alternative restitution models.

Status: *Community Justice, through Family Abuse Intervention Act implementation, is building its capacity to utilize alternative restitution models in the form of Community Intervention Orders. Community Justice will continue to identify other alternative restitution models and their integration with traditional Inuit restorative practices.*

- Complete an evaluation on the implementation of the Family Abuse Intervention Act (FAIA).

Status: *A consulting firm was hired to complete a formal evaluation on the implementation of FAIA. The contractor has been interviewing FAIA stakeholders across Nunavut in person, over the phone and through online surveys and is expected to complete the final report on FAIA implementation prior to the end of 2009-10.*

- Take interagency approaches to the continuation of the implementation of FAIA.

Status: *Community Justice fully recognizes the necessity of interagency cooperation for the continued evolution of FAIA implementation. Communications are ongoing with designated FAIA Justices of the Peace, the RCMP, Housing, Income Support and Municipalities. Community Justice will examine the recommendations provided in the final report on the assessment of FAIA implementation. It will develop and put into action a strategy to increase the effectiveness of this legislation in reducing the incidence of family violence in Nunavut.*

- Look at models of Crime Prevention and reduction in collaboration with the RCMP.

Status: *The Department of Justice in partnership with the RCMP hired a consultant to develop an action plan for a pilot project related to models of Crime Prevention and reduction. Initial visits with communities and key partners included Iqaluit, Cape Dorset, Pangnirtung, Igloolik, Pond Inlet, Cambridge Bay and Rankin Inlet. Ongoing work will continue into 2010/11.*

- Complete consultations on the Wills Kit.

Status: *Consultations are ongoing between Justice Policy and the Public Trustee to determine content. Once these consultations are concluded, community members will be consulted to add their input to the Wills Kit. The completed draft will be sent for translation and formatting and then made available for distribution in 2010/11.*

- Through consultation with Inuit, develop long-term priorities for the incorporation of Inuit Societal Values into the civil and criminal justice systems

Status: *Through interaction with Inuit, via Community Justice Committees, the RCMP, JP's and others, the Department of Justice continues to strive towards incorporating Inuit Societal Values into the civil and criminal justice systems. Activities for 2009/2010 incorporating Inuit Societal Values were the following:*

- *Pursue initiatives that bring sentenced inmates closer to home, enabling them to serve their sentences on the land via Outpost Camps;*
- *All new employees, including new legal counsel, are encouraged to attend cultural orientation sessions and workshops designed to introduce them to the principles of Inuit Qaujimajatuqangit (IQ);*
- *The advice and assistance of elders in the communities on how best to provide alternative justice using traditional law methods is done through the hiring of an elder-in-residence in the Department; and*
- *The Illiniit IQ Committee is set up within Justice to provide advice, direction, and assistance to staff on all matters involving the use of Inuktitut in the workplace, and in the incorporation of Inuit Qaujimajatuqangit (IQ) into the Department's programs and services*

It is anticipated that this will be an ongoing priority of the department.

Priorities (2010-11)

- Complete community consultations on the Wills Kit and distribute the kit across Nunavut.
- Develop options for a Healthy Relationships Court in Nunavut, incorporating advice and consultations with the Clyde River Family Justice Centre and Nunavut Community Justice Committees generally.
- Develop processes to actively involve Community Justice Committees in the reintegration of offenders after incarceration.
- Devote greater resources and training to Community Justice Committees.
- Increase the number of, and training provided to, Justices of the Peace.
- Investigate and remove barriers to recruiting bilingual RCMP Special Constables into communities.

Priorities (2011-12)

- The Department of Justice will provide ongoing resources for Community Justice Committees.
- Continue to provide and expand training to Justices of the Peace
- Increase the recruitment of bilingual RCMP Special Constables into communities.

Priorities (2012-13)

- The Department of Justice will provide ongoing resources for Community Justice Committees.
- Continue to provide and expand training to Justices of the Peace
- Increase the recruitment of bilingual RCMP Special Constables into communities.

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)	2009-10	2010-11	2011-12	2012-13
Law Enforcement		25,110	26,110	26,110	26,110
Total		25,110	26,110	26,110	26,110

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.

Priorities (2009-10)

- 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.

***Status:** The RCMP is working on an apprenticeship initiative to bring Inuit applicants into the Operations Communication Centre. In addition, the RCMP also recognizes the importance of having documents produced in relevant languages, and is in the process of having all monthly reports translated.*

- Recruit 5 beneficiaries for a pilot project for Inuit Special Constables. Improve education and training outcomes.

Status: *The RCMP and the Department of Justice have cooperatively set up a pilot program to create a troop of Special Constables who will work alongside and in support of RCMP Regular Members. A total of 4 Special Constable Candidates may be ready to commence training at Depot sometime early in 2010. The RCMP is aggressively recruiting new candidates for processing. A business case has been prepared for the special constables program and will be revisited after the pilot project completion and final analysis of the program.*

- Explore Crime prevention and reduction plans for a common cause. Addresses social concerns at their roots.

Status: *The RCMP “V” Division, in cooperation and consultation with the Department of Justice, is working with a consultant in conducting a review of Crime Reduction/Prevention programs in existence, to identify gaps and opportunities to employ new programs and techniques. The consultant will return in early 2010 to conduct community sessions which will build structures to assist in assembly of a Crime Reduction / Crime Prevention system which will provide the needed community input and ownership to assist offenders in their rehabilitation.*

Priorities (2010-11)

- Increase the number of Inuktitut speaking staff at the RCMP call center.
- Begin training Special Constables so that policing services provided are more responsive to the needs of all Nunavummiut.
- Increase the minimum duration of mandatory service by RCMP members from two to four years.
- The RCMP will work with the Justice department to provide input into the Liquor Act review.

Priorities (2011-12)

- Continuation of efforts to increase capacity to communicate in the Inuit language within the RCMP in “V” Division.
- Continuation of efforts following the Liquor Act review to work with the Airlines and Canada Post to enhance their security measures relating to the conveyance of people and mail to and throughout the North.
- Continuation of supportive police efforts towards Nunavut’s Suicide Prevention Strategy.
- Enhancing intelligence gathering and information sharing throughout the North through a dedicated Crime Analyst.

Priorities (2012-13)

- Creation of a Police Youth Strategist position in Nunavut to travel to all communities and examine local issues, challenges and opportunities and to assist the local Detachment members with setting up proactive strategies.
- Continuation of efforts to increase capacity to communicate in the Inuit language within the RCMP in “V” Division.
- Continuation of supportive police efforts towards Nunavut’s Suicide Prevention Strategy.
- Assess demographic indicators that will lead to the increase in demands on policing services throughout Nunavut.

Legal Support Services

Legal Support Services provides legal services to all government departments in order to assist them in carrying out their mandates and protect the government’s legal interests. Program responsibilities include the provision of legal advice and representation to all departments and certain public agencies, and legal drafting.

Objectives

- To provide quality and timely legal advice to all government departments and certain public agencies.
- To represent the interests of the Government of Nunavut in all legal proceedings and in intergovernmental and other negotiations.
- To provide relevant legal training to government departments as appropriate.
- To provide high quality legislative drafting and translation services to the government.
- To provide the public with access to Nunavut’s legislation.
- To maintain, revise and consolidate Nunavut’s legislation.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Legal and Constitutional Law		1,803	1,966	1,966	1,966
<p>The Legal and Constitutional Law Division provides general legal services to all government departments and certain public agencies, and represents the interests of the Government of Nunavut in all court and tribunal proceedings and in intergovernmental and other negotiations. Divisional responsibilities include the provision of legal services in relation to all constitutional matters (constitutional development, aboriginal claims, implementation of the Nunavut Land Claims Agreement, Devolution, and the Charter of Rights and Freedoms), all litigation matters, and the drafting and review of major contracts.</p>					
Legislation Division		1,160	1,214	1,214	1,214
<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>					
Total, Legal Support Services		2,963	3,180	3,180	3,180

Priorities (2009-10)

- 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.

Status: *All new employees, including new legal counsel, are strongly encouraged to attend cultural orientation sessions and workshops designed to introduce them to the principles of Inuit Qaujimagatuqangit (IQ). They are also strongly encouraged to participate in cultural events, such as IQ days, organized by our departmental IQ committee.*

- Provide training for Inuit staff to support Inuit leadership in the both Divisions.

Status: *Notice of relevant training opportunities is provided to all staff, including Inuit staff. Management support for training for Inuit staff has resulted in Inuit staff participating in a wide variety of training opportunities including training on Mediating Conflict and Applied Suicide Intervention.*

- Work with other Government of Nunavut departments to ensure proper interpretation and implementation of the Nunavut Land Claims Agreement.

Status: *Legal counsels continue to be involved in advising and assisting departments with the interpretation and implementation of the Nunavut Land Claims Agreement and related litigation.*

- Provide advice and assistance to departments in order to obtain more accurate, more complete and more timely directions, and thereby enable superior legislative drafting.

Status: *Efforts were made in June and July of 2009 to organize training sessions on the Legislative and Regulatory Process for the benefit of all Policy and Planning Divisions in government departments. Health problems of the selected course facilitators prevented delivery for the target dates but efforts will be made to reschedule the training so that it takes place before March 31, 2010. Information sessions on the Legislative and Regulatory Process were delivered to Deputy Ministers and all Policy and Planning Divisions in government departments.*

Priorities (2010-11)

- Fully staff the Legal and Constitutional Law Division with excellent Legal Counsel in order to provide quality and timely legal services.
- Continue progress in preparing consolidations of all Nunavut laws, with special emphasis on the Inuit Language version in order to comply with increased obligations under the new *Official Languages Act*.

Priorities (2011-12)

- Continue to maintain a full staff complement in the Legal and Constitutional Law Division and provide training opportunities for support staff and legal counsel.
- Identify and correct outdated references to NWT and other anomalies in Nunavut Acts and Regulations.

Priorities (2012-13)

- Hire a new Legislative Counsel who is a beneficiary in order to further implement the Inuit Employment Plan for the Legislation Division.

Court Services

The Court Services division is responsible for the provision of administrative support services for the Nunavut Court of Justice. The division also provides assistance to the public, the judiciary, legal counsel, the RCMP and other officials in all official languages.

Additional responsibilities include administration of the Sheriff’s office, the Justices of the Peace, Coroner’s Office, Maintenance Enforcement, the Commissioners for Oaths and Notaries Public, Labour Standards Administration, support for the Labour Standards Board, the Nunavut Criminal Code Review Board, the Liquor Licensing Board, administration of the *Residential Tenancies Act* and the provision of access to legal research through the courthouse law library.

Objectives

- To provide efficient and timely processes relating to family, civil, and criminal court proceedings.
- To develop cost-efficient, effective and integrated systems for record management.
- To provide a culturally appropriate and respectful workplace for staff by providing quality staff training and development opportunities, and ensuring staff input into all court initiatives.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
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Court Administration		5,734	5,966	5,966	5,966
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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.

Nunavut Liquor Licensing Board		304	308	308	308
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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 *Liquor Act*.

Maintenance Enforcement Program		335	347	347	347
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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.

Justice of the Peace (JP)		849	753	753	753
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To recruit, train and provide ongoing support for justices of the peace, who share jurisdiction with the Nunavut Court of Justice over summary (less serious) *Criminal Code* offences and offences under Nunavut statutes. In addition, JPs are empowered to conduct bail hearings for more serious cases and have limited civil jurisdiction under some Nunavut statutes. They also perform a valuable service in their communities conducting marriage ceremonies, swearing-in various officials and signing documents.

Coroner's Office	420	427	427	427
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.				
Rental Office	119	119	119	119
A rental officer receives, investigates, mediates and adjudicates complaints under the <i>Residential Tenancies Act</i> . A finding of non-compliance can result in a Notice or Order and can be filed in court and enforced as an Order of that Court.				
Labour Standards Board/Labour Services Administration	176	183	183	183
Labour Services administers the <i>Labour Standards Act</i> and its regulations, the <i>Wage Recovery Act</i> and <i>Employment Agency Act</i> . The Labour Standards Board functions independently to hear appeals under the <i>Labour Standards Act</i> .				
Total, Court Services	7,937	8,103	8,103	8,103

Priorities (2009-10)

- Pursue/develop training opportunities to prepare Inuit staff for advancement opportunities.

Status: *Training was provided to the criminal court clerks in Iqaluit. Training will also be undertaken for Justices of the Peace, bailiffs and coroners in all communities in Nunavut.*
- Strengthen administration of the Labour Standards Board, the Nunavut Review Board and the Liquor Licensing Board.

Status: *A new permanent administrator was hired in March 2009. Administration of the Labour Standards Board, the Nunavut Review Board and the Liquor Licensing Board has remained consistent, and Board matters have been addressed in a timely manner.*
- Introduce the *Maintenance Orders Enforcement Act* which will help those at risk in our communities.

Status: *A legislative proposal and legislation framework were completed which reflected necessary changes to the Maintenance Orders Enforcement Act. It is anticipated that draft bill will be ready for introduction in 2010. The name will be changed to Family Support Orders Enforcement Act.*

- Select and develop an intern replacement for the Chief Coroner position.

Status: *Initial steps towards the replacement of the Chief Coroner's position with an NLCA beneficiary have been done by creating an Internship position as the Administrative Coroner, which will lead to training and experience related to the Chief Coroner's position.*

Priorities (2010-11)

- Implement the Official Languages Act protocol.
- Review and determine requirements for updated technology and staff to maintain information systems and equipment.
- Assess and review the organizational chart, job descriptions and salary levels of all staff of Court Services.
- Plan for the implementation of the Family Support Orders Enforcement Act, if passed by the Legislative Assembly.
- Appoint and train new members to the Liquor Licensing Board to provide appropriate regional representation among Board members.
- Prepare a formal submission, on behalf of the Liquor Board, to the Department of Finance regarding the review of the *Liquor Act*.
- Address and surmount the backlog of Labour Standards Cases.
- Solicit and appoint JP's as public members of the Nunavut Review Board, the Board established under the *Criminal Code* to hear cases involving mentally disordered offenders.
- Develop and implement a web presence for Nunavut's quasi judicial boards such as the Labour Standards Board and the Liquor Licensing Board.

Priorities (2011-12)

- Review Court reporting and recording services.
- Develop training opportunities to prepare the staff of quasi-judicial bodies and Board Members for advancement opportunities.
- Prepare and submit a legislative proposal to review the Labour Standards Act.
- Review and update the Liquor Board Policies and Procedures Manual.
- Ensure that more initial hearings for mentally disordered offenders under the jurisdiction of the Nunavut Review Board are conducted in home communities.
- Provide quasi – judicial information, forms and services online through a web portal.

Priorities (2012-13)

- Continue to provide ongoing staff training.
- Continue to expand the Justice of the Peace program in Nunavut.

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)	2009-10	2010-11	2011-12	2012-13
Land Titles Office		725	748	748	748

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.

Corporate and Securities Registries 545 **567** 567 567

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.

Total, Legal Registries	1,270	1,315	1,315	1,315
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Priorities (2009-10)

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.

Status: *POLAR was presented to the Canadian Conference of Land Titles Officials (CCLTO) in Quebec City in 2008 and was received with great applause. Other jurisdictions have expressed interest in drafting an MOU to use our system.*

- Secure major banks participation in submission of Standard Mortgage Terms to facilitate and expedite transactions.

Status: *Major banks with significant transaction volumes in Nunavut, being BMO, CIBC and Royal Bank, have all agreed to provide Standard Mortgage Terms to facilitate electronic document submissions. These are to be provided before the end of 2009-10.*

- 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.

Status: *Automated plan registration requires complex I.T. participation. At this time an improved system has been put in place whereby the information correlating all CLSR numbers are matched with Land Titles Office plans registration numbers and sent electronically on a regular basis. Due to changes in personnel with partners the process will have to be pursued with renewed commitment to achieve the automated mutually beneficial result.*

- Provide online search access to CGS and Communities to encourage community based planning and development.

Status: *Online search access is wholly dependent upon implementation of POLAR online (see above). It is expected that it will in place by the end of the fiscal year.*

Corporate Registries:

- Build phase II of online search and registration system named Business Enquiries and Registration (BEAR) for access through the Web.

Status: *Business Enquiries and Registration (BEAR), under a different name, is being led for development by NWT Legal Registries, pursuant to a MOU between the GNWT and Nunavut. Upon successful implementation in NWT, the code, which belongs to Nunavut, will be implemented and used to activate BEAR. NWT expects to be online before the end of the fiscal year. A few weeks only will be required, with minimal expenditures, to put BEAR on line in Nunavut.*

- Complete electronic database of all records and submissions for Corporations and Societies and provide online access to information.

Status: *The electronic database of all records is complete (NUCO). It will be linked to BEAR as soon as it is available.*

Securities Office:

- Prepare new Securities Fee Schedule in anticipation of the national Phase 2 implementation of the Passport System.

Status: *The new Securities Fee Schedule has been prepared by way of Superintendent Rule and it is expected that the new fees will be effective December 2009. The necessary coordination with the national SEDAR is complete and the Change Request for table input prepared.*

- Prepare Superintendent rules regarding CPAB (Canadian Public Accountability Board) to match national amendments in Securities laws.

Status: *Superintendent rules are not yet needed as total consensus across Canadian jurisdictions has not yet been achieved. It is likely that two major approaches will coexist with Nunavut leaning toward full disclosure by auditors where requested by CPAB.*

- 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.

Status: *The Securities Transfer Act drafting instructions have been given. It is expected that drafting will be complete, and a bill introduced in the spring sitting of the legislature.*

- Participate in NASAA (North American Securities Administrators Association) training and voting conferences to enhance Nunavut's presence in North America and encourage foreign investments.

Status: *Nunavut's participation in NASAA has been reflected in increased involvement in both education and enforcement committees, especially with Canadian members of NASAA. Nunavut will send representatives to the upcoming NASAA training sessions at this crucial time in the Securities enforcement field.*

Priorities (2010-11)

- Continue to support the development of an employee seeking to become a Canada Land Surveyor. It is expected that the first ever Nunavut CLS should be admitted to the profession in 2011 and greatly assist the Land Titles Office in fixing existing surveys issued in the Territory.
- Complete the registration of all Inuit Owned Land (IOL) surveys.
- The Superintendent of Securities is a member of the Advisory Committee to the Federal Transition Office. This fiscal year will see the delivery of the Transition Office plan as well as the draft Federal Bill for a Canadian Securities Act. Nunavut's position will be negotiated and implemented in that context in the following two fiscal years.
- Bring the Corporate Office online with its Business Enquiries And Registration software for all searches and registrations.
- Review the *Business Corporations Act* and the *Societies Act* for necessary amendments to these statutes.

Priorities (2011-12)

- Interface the Land Titles online software with the Business online software in real time.
- Continue ongoing work on the Advisory Committee to the Transition Office.
- Complete the scanning and electronic archiving of all business filings from 1999 onward.

Priorities (2012-13)

- Scan and electronically archive all Land Titles documents existing prior to division (1999).
- Complete work on the Advisory Committee work will be completed and negotiate Nunavut's position within the Canadian Securities framework.
- Implement an integrated workflow system that will, after successful trials, integrate all Legal Registries workflow with the online electronic systems.

Corrections

Corrections administers 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.

Programs Budget (\$000)	2009-10	2010-11	2011-12	2012-13
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Corrections Directorate	6,857	6,560	6,560	6,560
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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.

Community Corrections	1,886	1,971	1,971	1,971
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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.

Adult Healing Facilities–Kugluktuk	1,928	1,986	1,986	1,986
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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.

Adult Institutions and Correctional Camps	10,180	9,662	9,662	9,662
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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.

Young Offenders Custody /

Open and Secure 2,285 **2,348** 2,348 2,348

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.

Women’s Correctional

Healing Facility - **1,000** 1,000 1,000

Carrying out the mandate of the courts, the Women’s Correctional Healing Facility will provide care, custody and control to low-risk female offenders sentenced to terms of incarceration. The adult institution provides programs and counselling to offenders to meet the Corrections mission statement.

Total, Corrections	23,136	23,527	23,527	23,527
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Priorities (2009-10)

- Open the new outpost camp in Arviat which will allow offenders to connect with their traditional roots.

Status: *Corrections is working with procurement division to develop an appropriate contracting process that meets government requirements for an open and fair process in issuing contracts. A Request for Proposals (RFP) will be issued in early 2010, and we expect that this process will solicit a proposal for a new outpost camp from Arviat.*

- 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.

Status: *Corrections has been working with Human Resources, CGS, and Nunavut Arctic College to develop a comprehensive recruitment strategy. The strategy will use a new recruitment display unit which is portable and will be transported to communities around Nunavut for career fairs. The strategy will also involve the development of a program, including an orientation package, for people interested in a career in Corrections with a focus on identifying NLCA beneficiaries. Corrections is also working with Nunavut Arctic College on further developing ongoing training for staff.*

- 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.

Status: *A Manager Trainee has been hired for the new adult facility in Rankin Inlet. The incumbent begins their training in December 2009. Corrections plans to identify staff through the new orientation program. Human Resources in Rankin Inlet will assist Corrections in identifying interested candidates. In addition, Arctic College has expressed an interest in providing upgrading skills required for interested candidates.*

- Develop policy and programming for the future women's facility.
Status: *Corrections has obtained policies from several women's facilities to assist in the development of policy and programming for the future women's facility. Initial draft format of policies is being developed. This draft will be provided to the Contractor who is rewriting all Corrections policy.*
- 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.
Status: *Funding was approved for training the case management staff in the new risk and needs assessment. Proposals are being sought through an RFP process and training is still targeted for February and March of 2010.*
- Complete implementation of case management and develop strategies to address the needs of chronic offenders.
Status: *The need concerning case management has changed with the changing population. The current population has a very high percentage of remanded offenders. Case management remains a long term goal including the development of our offender management system. Mental Health is a significant component concerning chronic offenders. New mental health assessments have been implemented at the adult centre to provide more information concerning the client's condition. Programming for these clients is provided by a case worker under the supervision of the psychologist at the facility.*

Priorities (2010-11)

- Complete construction and begin delivering services at the Women's Correctional Facility in Iqaluit in early 2010-11.
- Complete the coordination, research, and development of a new policy and updated operational policies for the Baffin Correctional Center, Young Offenders, Illavut Centre, Uttaqivik Center, Outpost Camp, Inuit Skills Program, Community Corrections, and the Divisional Correctional Policy. The updated policies will include contingency plans for all workplaces.

- Corrections will work with Community Justice in the development of Justice Committee resources for the reintegration of offenders after incarceration.

Priorities (2011-12)

- Complete construction of the new adult correctional facility in Rankin Inlet, which began in 2009-10.
- Complete mentoring and training of staff for the new Kivalliq Correctional Centre in Rankin Inlet prior to opening of the new facility.

Priorities (2012-13)

- Implement a pilot project for the development of an integrated case management system.
- Develop a Corrections Training Program with Nunavut Arctic College.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Community Justice Directorate		1,712	1,742	1,742	1,742
The Directorate oversees the operation of Community Justice throughout Nunavut. It provides the direction and support to community programs and develops and initiates new programs and assists in program development. The Directorate also provides the liaison with other jurisdictions across Canada.					
Community Justice Program		3,080	3,119	3,119	3,119
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 Victims 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.					
Total, Community Justice		4,792	4,861	4,861	4,861

Priorities (2009-10)

- Provide Alternative Dispute Resolution (ADR) training to Family Mediators to begin preparing for the coordination of small claims mediations in Nunavut.
Status: *Alternative Dispute Resolution training was delivered to Family Mediators and two Maliiganik Tukisiiniakvik family lawyers October 26 to 29, 2009 by a consultant certified in delivering this training.*
Community Justice will now engage other Justice stakeholders to implement required coordination and processes required to have Family Mediators assist with 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.
Status: *Family Mediation staff will be travelling to the other regions to co-facilitate Family Mediation public awareness sessions with the other Family Mediators. It is expected that all Family Mediators will be able to deliver these sessions to communities in their regions after this mentoring process.*
- 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.

Status: *Community Justice Outreach Worker training was delivered November 17 to 19, 2009 with a focus on increased assistance to applicants to utilize Community Intervention Orders and to access available counseling to help repair family relationships. If budgets allow, further training in defusing conflict and working with traumatized people will take place prior to March 31, 2010.*

- Deliver Parenting After Separation Program information sessions in all regions. Helping those at risk in our communities.

Status: *Parenting After Separation and Family Mediation public awareness sessions are scheduled to be completed in at least two communities in each region by March 31, 2010.*

Priorities (2010-11)

- Provide counseling workshops and training in Traditional Inuit and other Restorative Justice processes to Community Justice Committees in all regions. This will better enable Community Justice Committees to assist offenders reintegrating to their communities from periods of incarceration in prison.
- Engage other Justice stakeholders to implement the coordination and processes required to have Family Mediators assist with Small Claims Mediations in Nunavut.
- Continue delivering Parenting After Separation programs and Family Mediation public awareness information sessions in all regions.
- Examine the recommendations provided in the final report on the assessment of FAIA implementation, identify priorities, and develop and put into action a strategy to increase the effectiveness of this legislation on reducing the incidence of family violence in Nunavut.
- Expand the role of Community Justice Outreach Workers in assisting victims of crime in addition to their role in the *Family Abuse Intervention Act*.

Priorities (2011-12)

- Provide training to Community Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system.
- Continue delivering Parenting After Separation programs and Family Mediation public awareness information sessions in all regions.
- Develop a Crime Prevention Strategy and a framework for coordinating Crime Prevention programs and public awareness sessions in Nunavut.

Priorities (2012-13)

- Continue to assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system
- Deliver Crime Prevention programs and public awareness sessions in all regions of Nunavut.

Human Rights Tribunal (Contribution from Directorate Branch)

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

Objective

- Provide a forum to consider alleged violations of human rights in Nunavut.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Human Rights Tribunal		782	795	795	795
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.					
Total, Human Rights Tribunal		782	795	795	795

Priorities (2009-10)

- Complete one community visit per region. Helping those at risk in our communities.
Status: *The Nunavut Human Rights Tribunal (HRT) met in all regions in Nunavut to help address the needs of those at risk in our communities.*
- Schedule two face-to-face meetings to clear Decision backlog.
Status: *During the 2009-10 fiscal year the HRT met during two face-to-face meetings and these meetings helped alleviate the Decision backlog faced by the Tribunal.*
- Promote fifth Anniversary of the establishment of the Nunavut Human Rights Act. Enhance our recognition in Canada and the world.
Status: *In an effort to increase awareness of the Tribunal, materials and posters were distributed across Nunavut and a website was launched in November 2009. Public service announcements were produced and distributed to all community radio stations. In addition, a media release was issued on the anniversary of the*

establishment of the Nunavut Human Rights Act further enhancing awareness of the Tribunal.

- Continue to strengthen our rapport with Nunavut Legal Services Board towards promoting human rights education and legal representation for human rights cases or causes.

Status: *In an effort to establish close partnerships with the Nunavut Legal Services Board, an invitation to participation in Tribunal activities and training opportunities was extended to the Executive Director of the NLSB. This partnership arrangement on promoting human rights education and legal representation will be ongoing.*

Priorities (2010-11)

- Maintain the membership of the Tribunal to ensure a 6-member adjudicative body.
- Obtain comprehensive training in Mediation for two members of the Tribunal.
- Ensure new members of the Tribunal have completed training on decision writing for administrative tribunals.
- Complete year 1 of the Executive Internship.

Priorities (2011-12)

- Complete a review of systems and procedures to ensure that the people of Nunavut are utilizing the services of the Tribunal.
- Complete year 2 of the Executive Internship.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.

Priorities (2012-13)

- Complete year 3 of the Executive Internship.
- Facilitate a smooth transition in leadership of the Tribunal staff.

Legal Services Board (Contribution from Directorate Branch)

The Legal Services Board (LSB) is established under the *Legal Services Act*, and is responsible for ensuring that all eligible persons in Nunavut receive legal aid and related services. The board is also responsible for overseeing the operation of the following regional clinics: the Maliiganik Tukisiiniakvik Law Centre and the High Arctic Office in the Baffin Region, the Keewatin Legal Services Centre Society in the Kivalliq Region and the Kitikmeot Law Centre in the Kitikmeot Region. These clinics provide legal services, court worker services, referral services and public legal

education and information in their respective regions.

The Access to Justice Agreement, which governs federal and territorial funding, requires the board to provide legal aid services, public legal education and information, and Inuit court worker programs and services.

Objectives

- To provide quality and timely legal services to all eligible persons.
- To develop high quality systems for the provision of legal services.
- To develop and co-ordinate territorial and local programs aimed at reducing and preventing the occurrence of legal problems and increasing knowledge of the law, legal processes and the administration of justice.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Legal Services Board		5,779	5,807	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.					
Total, Legal Support Services		5,779	5,807	5,807	5,807

Priorities (2009-10)

- Submit the Annual Report in a timely fashion to meet reporting requirements under the Access to Justice Agreement.
Status: *In October 2009, the Legal Services Board of Directors voted to not approve the draft Annual Report as submitted at that meeting. The report is now in its final stages of revision and is expected to be ready for submission to the department prior to the end of this fiscal year.*
- Construct a new office complex at the regional legal aid clinic in Rankin Inlet.
Status: *In partnership with Keewatin Legal Services Centre, LSB continues to work towards obtaining larger office space in Rankin Inlet for the legal aid clinic. A cost comparison between expanding the existing space and leasing in an anticipated new building is underway. LSB expects that the Rankin Inlet clinic will be occupying a larger space by the end of the next calendar 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.
Status: *Some changes have been implemented to the reporting requirements for lead criminal counsel attending circuit court. This has resulted in improved information collection. This process is not complete and the assessment for further improvement continues.*

- Continue to recruit and standardize the NLSB Courtworker system.
Status: *The Courtworker program continues to search for an appropriate coordinator. We anticipate that the recruitment process for new courtworkers will carry over into the new fiscal year.*
- Ensure that sufficient resources are being allocated to improve access to justice in the area of family law.
Status: *To date, one additional family lawyer has been added to the roster of staff lawyers at LSB which has helped address the backlog of applicants. LSB will continue to work to reduce this historical backlog by continuing its recruitment efforts. Draft policies are under review by the Board to address the issues of client eligibility and scope of coverage.*
- Develop and implement measures to increase the recruitment and retention of lawyers, courtworkers and support staff.
Status: *Two new staff lawyers have been hired by LSB and plans for the addition of a third are being finalized. Recruitment of additional criminal and family lawyers is expected to continue into the new year. A review of the salary levels for new hires and longer serving staff is underway with a view to equalizing compensation and benefits. In the Baffin region recruitment for new courtworkers has yielded some success and LSB expects that region will have a full complement of courtworkers in the new year.*
- Complete the upgrading and modernization on the information technology and computer database systems of the Legal Services Board and regional clinics.
Status: *Development of a new database was undertaken with a view to improving the client approval process, the gathering of statistical information, and the assignment of files. LSB will continue working on a more appropriate, simplified data collection program.*

Priorities (2010-11)

- Continue to work with the Keewatin Legal Services Centre in Rankin Inlet to obtain and move into larger office space.
- Review the office space needs for the Kitikmeot Law Centre and Maliiganik Tukisiiniakvik.
- Continue to improve the framework for the Courtworker program.
- Assess the viability of various alternatives to address the needs of family law clients.
- Assess the impact that changes in the numbers of criminal charges being laid, the increasing severity of those charges, and the increasing number of criminal appeals is having on the delivery of LSB's criminal legal services.

- Develop a compensation package for staff lawyers that is both competitive and reflective of the services they provide.
- Develop financial procedures that will support the transition to more internal financial control for the organization.

Priorities (2011-12)

- Develop protocols for specialized areas of practice such as child representation, and mediation.
- Assess the demands on the civil/poverty law program and work to ensure appropriate resources are in place to address those demands.
- Develop a systemic review of the LSB Board and internal structures and systems.
- Review the administrative needs of the regional clinics and work with them to acquire the resources to meet those needs.
- Develop a complete list of policies and a Board policy manual to provide clear direction for the clinic operations.

Priorities (2012-13)

- Investigate independent society status for LSB.
- Develop a 5 year strategic exercise for staff and Board, to ensure common goals, and vision for the provision for legal services in the territory.
- Develop an appropriate committee structure comprised of Board, staff, and community members at large to address ongoing issues of concern with legal services.

Appendix: Financial Summary

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	3,658	40.0	3,854	41.0	3,854	41.0	3,854	41.0
Grants and Contributions	6,561		6,602		6,602		6,602	
Other O&M	575		500		500		500	
Subtotal	10,794		10,956		10,956		10,956	
LAW ENFORCEMENT								
Compensation and Benefits	–	–	–	–	–	–	–	–
Grants and Contributions	–		–		–		–	
Other O&M	25,110		26,110		26,110		26,110	
Subtotal	25,110		26,110		26,110		26,110	
LAWYER SUPPORT SERVICES								
Compensation and Benefits	2,668	24.0	2,789	24.0	2,789	24.0	2,789	24.0
Grants and Contributions	–		–		–		–	
Other O&M	295		391		391		391	
Subtotal	2,963		3,180		3,180		3,180	
REGISTRIES AND COURT SERVICES								
Compensation and Benefits	5,218	53.0	5,427	53.0	5,427	53.0	5,427	53.0
Grants and Contributions	–		–		–		–	
Other O&M	3,989		3,991		3,991		3,991	
Subtotal	9,207		9,418		9,418		9,418	
CORRECTIONS								
Compensation and Benefits	13,406	131.0	13,947	133.0	13,947	133.0	13,947	133.0
Grants and Contributions	–		–		–		–	
Other O&M	9,730		9,580		9,580		9,580	
Subtotal	23,136		23,527		23,527		23,527	
COMMUNITY JUSTICE								
Compensation and Benefits	1,904	16.0	1,973	16.0	1,973	16.0	1,973	16.0
Grants and Contributions	2,303		2,303		2,303		2,303	
Other O&M	585		585		585		585	
Subtotal	4,792		4,861		4,861		4,861	
TOTAL	76,002	264.0	78,052	267.0	78,052	267.0	78,052	267.0

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

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

**Business
Plan**

2010-2013

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CORE BUSINESS

Culture, Language, Elders and Youth programs:

	Budget (\$000)			
	2009-2010	2010-2011	2011-2012	2012-2013
Directorate	2,905	3,038	3,038	3,038
Official Languages	3,512	3,494	3,384	3,384
Taiguusiliuqtiit	930	2,040	2,040	2,040
Culture and Heritage	4,341	4,494	4,494	4,494
Elders and Youth	2,243	2,279	2,279	2,279
Sport and Recreation	5,449	5,477	6,277	5,477
Inuit Qaujimagatuqangit	1,781	3,010	5,530	5,530
TOTAL	21,161	23,832	27,042	26,242

Directorate

The Directorate provides overall management support to the department under the direction of the Deputy Minister who, as the administrative head of the department, makes recommendations to the Minister about goals, objectives and standards for all programs and services. The administrative mandate includes strategic planning, resource allocation, development of legislation and policy, budget coordination, communications, capital planning, financial services, and Inuit employment and human resource planning and development. The Directorate also works to ensure compliance with the *Inuit Language Protection Act* and the *Official Languages Act*, and uses Inuit Qaujimagatuqangit practices to ensure the department reflects the Government of Nunavut's goal of being open, available, transparent and accessible to everyone.

Objectives

- Develop relevant policies and legislation.
- Strengthening appropriate financial procedures and human resources protocols.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Deputy Minister's Office		613	697	697	697

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

Assistant Deputy Minister's Office	270	280	280	280
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The Assistant Deputy Minister's office assists the Deputy Minister in departmental management and is responsible for overseeing the Official Languages, Inuit Qaujimagatuqangit, Piqqusilirivvik, Elders and Youth, Culture and Heritage and Sport and Recreation operations and services.

Policy and Planning	894	906	906	906
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Policy and Planning coordinates strategic planning, facilitates policy development, assists in legislative initiatives and oversees records management and communications for the department.

Corporate Services	1,128	1,155	1,155	1,155
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Corporate Services coordinates budget development and control, processes invoices, administers grants and contributions, and provides administrative support services such as human resources and purchasing.

Total, Directorate	2,905	3,038	3,038	3,038
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Priorities (2009-10)

- Strengthen the presence of Inuit Societal Values within government programs and services through the establishment of the Ilagittiarnilirijiit Interdepartmental Working Group.

Status: *Ilagittiarnilirijiit Interdepartmental Working Group has had its terms of reference broadened for review.*

- Ensure CLEY policies are current and reflect needs of Nunavummiut.

Status: *Over the past year, the Translation Policy has been revised to reflect the current operations of the Translation Bureau and its capacity for addressing translation requests. The Grants & Contributions Policy has also been revised to reflect changes to funding programs.*

Priorities (2010-11)

- Launch revamped Departmental website in conjunction with overall GN-wide comprehensive website development.
- Develop communications work plan to ensure that the general public is well informed about departmental programs and services.
- Provide financial and human resource training workshops for staff in decentralized offices of Baker Lake, Kugluktuk and Igloolik to improve financial management and human resource capacity.
- Provide financial and human resource training for Piqqusilirivvik staff hired in advance of the facility opening in Clyde River.

Priorities (2011-12)

- Produce an annual grants and contributions publication that includes statistics, pictures and descriptions of successful projects that have been funded and delivered throughout Nunavut.

Priorities (2012-13)

- Strengthen financial management by providing training and guidance to all managers in the areas of budget and expenditure management.
- Review Inuit Employment Planning effectiveness and revise measures to achieve success.

Official Languages

Official Languages is responsible for supporting all Government of Nunavut departments and agencies in the delivery of services to the public in Nunavut's official languages, and provides support to help implement the Inuit language as the working language of the government. Official Languages also provides translation services to the government through its Translation Bureau based in Kugluktuk and Igloolik, and administers language services under the provisions of the *Canada-Nunavut Co-operation Agreement for French and Inuit Languages*. In addition, Official Languages is leading efforts to promote the use of Nunavut's official languages through a number of efforts, such as community-based grants and contributions for Inuit and French language promotion, protection and preservation, *Asuilaak* and other initiatives.

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 for non-profit organizations and individuals that undertake activities to promote and protect the language. This funding also supports the delivery of the government's French services to the public. This funding also supports non-profit organizations and individuals in promoting and developing the French language in Nunavut.

Objectives

- Promote, develop and document the Inuit language.
- Provide a framework for the delivery of official language services to the public.

- Support and promote the Inuit language as the working language of government through the development of regulations and implementation of the *Inuit Language Protection Act* and the *Official Languages Act*.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Language Bureau		1,594	1,661	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.					
Language Research and Development		653	653	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 a variety of media, tools and resources in the Inuit Language. The program also promotes greater public awareness and appreciation of the history, use, status, importance and diversity of the Inuit Language in Nunavut. Promotional activities include advocacy for the national, international and private sector support for the Inuit Language, and initiating dialogue and collaboration with organizations in Nunavut and abroad to strengthen the use of the Inuit Language.					
Language Acts Implementation		965	880	770	770
This program plays a key role in 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> . Core program activities include ongoing consultations with territorial institutions, municipalities, Inuit, French and English language communities, and other stakeholders impacted by the legislation. The program also plays a lead role in the development of language regulations and policies, and in the monitoring, evaluation and reporting on implementation activities.					
Grants and Contributions		300	300	300	300
Official Languages provides grants and contributions that support community-based initiatives that encourage the development, preservation, use and promotion of the Inuit Language.					
Total, Official Languages		3,512	3,494	3,384	3,384

Priorities (2009-10)

- Focus increased efforts to revitalize Inuinnaqtun in Nunavut.

Status: *The Official Languages Division held a medical terminology workshop in Ulukhaktok NWT in September 2009 to standardize over 500 human anatomy terms. This work resulted in the production of a human anatomy poster and glossary. The Official Languages division will hold three Inuinnaqtun terminology workshops in 2009-10.*

- Finalize the comprehensive implementation plan for the *Inuit Language Protection Act* and the *Official Languages Act*, and all associated regulations.

Status: *Consultations with Territorial institutions and with language communities and stakeholders are in progress to implement the legislation. A draft plan is being developed, and will be the focus of discussions at the Nunavut Language Summit in Iqaluit in February 2010.*

- Establish the Inuit Uqausinginnik Taiguusiliuqtiit branch within the department.

Status: *The Taiguusiliuqtiit is now established as a separate Branch within the Department.*

Priorities (2010-11)

- Co-ordinate and monitor the implementation of a Comprehensive Plan for both the *Official Languages Act* and the *Inuit Language Protection Act*, including a strategy for the revitalization and promotion of the Inuit Language, particularly targeting communities and age groups most endangered by language loss.
- Support increased community capacity for the assessment of local needs, with the planning and management of initiatives for the promotion of the Inuit Language.
- In collaboration with the Department of Human Resources, develop tools that support the development and delivery of language training programs for GN employees.

Priorities (2011-12)

- Coordinate GN programs and services to promote the increased production, access and distribution of Inuit cultural and linguistic expressions different media, including print, music, Internet, television and other means.
- Conduct a feasibility study of providing real-time 1-800 translation service in Nunavut's Official Languages.
- Collaborate with the Inuit Uqausinginnik Taiguusiliuqtiit in the development of Inuit language proficiency assessment tools to facilitate the delivery of language training programs for GN employees.

Priorities (2012-13)

- Coordinate GN programs for increased learning, proficiency and vitality of the Inuit Language, with a special focus on language revitalization and promotion.
- Assist the Department of Human Resources in the development of training modules on the use of standardized terminology.

Taiguusiliuqtiit

The *Inuit Language Protection Act* creates an Inuit Language authority, known as the Inuit Uqausinginnik Taiguusiliuqtiit. This expert body has been established as a separate branch under the Department of Culture, Language, Elders and Youth, until it will become an independent public agency, at arm's length from the Government of Nunavut, on September 18, 2011.

Objectives

- Expand knowledge and expertise with respect to the Inuit Language and make decisions about its use, development and standardization in all areas.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Taiguusiliuqtiit		930	2,040	2,040	2,040
The Inuit Uqausinginnik Taiguusiliuqtiit will provide expertise and make decisions with respect to the Inuit Language and including making recommendations to the public and organizations, as well as directives with which the Government of Nunavut must comply.					
Total, Taiguusiliuqtiit		930	2,040	2,040	2,040

Priorities (2009-10)

- Establish office space and hire staff.

Status: *Office space, furniture and equipment have been secured. The Taiguusiliuqtiit will be supported by seven new positions. Job descriptions and evaluations are completed. Job advertising and screening of candidates will be completed by the end of the fiscal year.*

- Complete nomination process and appoint new Board members.

Status: *Cabinet approved in November 2009 the appointment of the first five members to the Inuit Uqausinginnik Taiguusiliuqtiit. The Taiguusiliuqtiit will receive an orientation session on their legislated duties and powers in early January 2010.*

Priorities (2010-11)

- Develop a comprehensive action plan to implement Taiguusiliuqtiit’s mandate.
- Host first annual Inuit Language Standardization Symposium in the fall of 2010 to share and expand our knowledge and expertise about the development, use and standardization of the Inuit Language in Nunavut and circumpolar world.

Priorities (2011-12)

- Facilitate the transition of Taiguusiliuqtiit to an arm’s-length public agency.

Priorities (2012-13)

- Following research and consultations with respect to the standardization of the Inuit Language, make recommendations with a special focus on the writing system, and on ways to preserve and promote the spoken dialects of the Inuit Language in general.

Culture and Heritage

Culture and Heritage is responsible for the conservation, protection, promotion and enhancement of the cultural richness of Nunavut. These objectives are achieved through the development and delivery of archaeology, toponymy, museums, archives and library policies, programs and services. Culture and Heritage oversees library services for Nunavummiut, provides grants and contributions to assist community-based heritage initiatives, and supports the growth and development of Nunavut’s artistic community.

Objectives

- Ensure the long-term protection, conservation and development of Nunavut’s heritage collections.
- Promote community libraries as key centers of information and learning for Nunavummiut, including the Inuit language use and retention.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Culture and Heritage Administration	724		850	850	850

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

Total, Culture and Heritage	4,341	4,494	4,494	4,494
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Priorities (2009-10)

- Host the 2009 Annual Meeting of the Geographical Names Board of Canada
Status: *The meeting was successfully held in Iqaluit in August. Participants included representatives from the provinces and territories as well as Government of Canada. Members of the Nunavut Geographic Names Committee and the Inuit Heritage Trust Inc. also attended.*
- Plan for the construction of the Nunavut Heritage Centre.
Status: *The Culture and Heritage Division is working with the Department of Community and Government Services to complete the Project Brief for the Heritage Centre. The Brief will be completed in January/February 2010.*
- Engage communities in historic place preservation by completing revisions to the *Historical Resources Act*.
Status: *Following an internal review of the need for comprehensive heritage legislation for Nunavut, the department is re-evaluating the need to revise the Historical Resources Act at this time. Communities have been actively engaged in historic place preservation through pilot projects and related program activities.*
- 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.
Status: *A procedures manual is being developed through community based activities including oral history pilot projects in Arviat and Iqaluit, the development of historic places questionnaires and sponsoring of a Historic Places poster contest for youth in Grade 4-6.*

Priorities (2010-11)

- In partnership with other stakeholders, such as the Nunavut Literacy Council, promote literacy through the development of Inuit language resource materials in community libraries.
- Initiate design phase for the Nunavut Heritage Centre.

Priorities (2011-12)

- Develop an Expectant Parents Literacy Program for delivery through Nunavut public libraries.

- Complete design phase for the Nunavut Heritage Centre in consultation with key stakeholders such as the Inuit Heritage Trust, and the Department of Community and Government Services.

Priorities (2012-13)

Distribute Inuit language resource materials and Expectant Parents Literacy programs to community libraries.

Elders and Youth

Elders and Youth is responsible for programs that support Elders and youth throughout Nunavut. Program activities 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, this program 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 the opportunity 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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Elders and Youth Administration		420	442	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.					
Elders Program		416	423	423	423
The Elders Program supports community-based Elder initiatives throughout Nunavut. These initiatives include support for the recording of Inuit oral history and traditional songs.					
Youth Program		357	364	364	364
The Youth Program supports community-based youth initiatives throughout Nunavut.					
Grants and Contributions		1,050	1,050	1,050	1,050

The grants and contributions program provides funding for community-based initiatives that support Elders and youth across the territory, Elders and youth committees, and renovations to Elders and youth facilities.

Total, Elders and Youth	2,243	2,279	2,279	2,279
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Priorities (2009-10)

- Improve outreach services to Elders, youth and non-profit community-based organizations by holding workshops and by distributing information to communities about our grants and contributions programs..

Status: *The Elders and Youth Division has completed workshops in Repulse Bay and Kugaaruk. The communities of Cape Dorset and Pond Inlet were visited in December 2009. The communities of Qikiqtarjuaq and Resolute Bay will be visited in January and March 2010.*

- Implement initiatives from the new Elders Strategy.

Status: *New Elders Strategy was completed October 2009. The initiatives to be completed and implemented are:*

- *Toll free dedicated phone line for unilingual Inuit Elders.*
- *Oral history data has been collected in Arviat and Chesterfield Inlet.*
- *Workshops on Family relations and Childrearing are to be held in Qikiqtarjuaq, Clyde River, Kimmirut, Iqaluit, Pangnirtung and Cape Dorset.*

- Implement initiatives from the Strategic Action Plan for Youth.

Status: *“Train the Trainer” workshops on survival skills will have been held in Qikiqtarjuaq, Clyde River, Resolute Bay, Grise Fiord, Pond Inlet, Igloolik and Hall Beach by the end of the fiscal year.*

Priorities (2010-11)

- Hold an Elders and youth conference.
- Develop a Strategy for collecting Inuit traditional knowledge and oral history.
- Create reference materials for on the on-land programs to teach youth about the surrounding area where they live on different media format. Make it available for wide distribution.
- Develop program guidelines on clothing and tool-making in consultation with Elders and youth.

Priorities (2011-12)

- Develop a guidelines handbook on standards and procedures in the collection of oral history for interviewers.
- Establish standards for dubbing, transcription, and conversion of the oral history collection into different media formats. Complete the dubbing and transcriptions of the 2002-2005 oral history collection and share with the communities, in particular where they were collected.
- Conduct interviews with Elders in three communities on the subject of kinship and family customs.

Priorities (2012-13)

- Organize and hold training workshops for youth and include in the agenda, the handbook on collecting oral history, kinship and family relations.
- Hold regional workshops with Elder committee representatives.
- Complete the dubbing and transcriptions of the 2006-2009 oral history collection and share with the communities, in particular where they were collected.

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 through its Head Office in Baker Lake, and additional staff that are located in Kugluktuk, Iqaluit and Igloolik. Sport and Recreation's clients include registered territorial sport organizations, sport clubs, volunteer organizations and municipal corporations. The 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 to promote physical activity and sport.

- Promote and assist community recreation personnel in organizing and funding healthy sport and recreation activities at the community level.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Sport and Recreation					
Administration		1,765	1,793	2,593	1,793
Sport and Recreation Administration provides overall direction and planning for the management and delivery of Sport Recreation and Physical Activity initiatives in Nunavut. The key program responsibilities include the development and facilitation of programs designed to promote and develop opportunities in Sport, Recreation and Physical Activity for Nunavummiut at the community, regional, territorial, national and international level.					
Grants and Contributions		3,684	3,684	3,684	3,684
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.					
Total, Sport and Recreation		5,449	5,477	6,277	5,477

Priorities (2009-10)

- Engage communities to work towards building a sustainable community-based sport and recreation plan.

Status: *Strategic review/consultation completed with communities and Sport and Recreation stakeholders May/October 2009. Increased interaction and partnerships with communities in the areas of Recreation Leadership and Municipal Recreation staff training opportunities.*

- Develop physical activity programming and delivery plan and engage stakeholders regarding its implementation.

Status: *After School Physical Activity Program implemented January 2010. Territorial Recreation Leaders planning meeting to be held in March 2010, Iqaluit.*

- Establish an annual event cycle for Nunavut Territorial Assistance Programs/Intercommunity Sport Events.

Status: Underway- *“Intent to Host” application process implemented April 2009, allowing for site/date designation for Intercommunity Sport Events on*

annual basis. Event format and site designation process with the “Intent to Host” required prior to spring 2010.

- Prepare Team Nunavut for participation in the 2009 Canada Summer Games and the 2010 Arctic Winter Games.

Status: *-2009 Canada Summer Games-Completed.*

Nunavut was represented at the 2009 Canada Summer Games in the sport of Wrestling and in the National Artistic Program.

-2010 Arctic Winter Games-Underway- Team selection and preparation is underway. Projected team size for Team Nunavut is 274 participants.

Priorities (2010-11)

- Develop a strategic plan for program delivery in Sport, Recreation and Physical Activity at the community, regional and territorial level.
- Develop leadership delivery plan and resources for aquatics, recreation facility operations and volunteerism.
- Prepare Team Nunavut for participation in the 2011 Canada Winter Games.

Priorities (2011-12)

- Implement revised delivery model for Sport, Recreation and Physical Activity.
- Deliver leadership programming in aquatics, recreation facility operation and volunteerism at community, regional, territorial levels.
- Prepare Team Nunavut for participation in the 2011 Western Canada Summer Games, the 2011 North American Indigenous Games and 2012 Arctic Winter Games.

Priorities (2012-13)

- Review implementation and delivery of Sport, Recreation and Physical Activity Strategic plan.
- Identify and review additional leadership resources for access at the community, regional and territorial level.

Inuit Qaujimajatuqangit

The Inuit Qaujimajatuqangit Branch is comprised of two divisions. The Inuit Qaujimajatuqangit Division coordinates the development of Inuit Qaujimajatuqangit and Inuit Societal Values initiatives across the government, provides administrative support to Inuit Qaujimajatuqangit Katimajiit, and chairs the interdepartmental Tuttarviit Committee. The Piqqusilirivvik Division leads the development of Piqqusilirivvik (Inuit Cultural Facility). Piqqusilirivvik is scheduled to open in Clyde River on April 1, 2011. Construction of the facility is on schedule and prior to the official opening the Department continues to develop and run traditional land-based programs in the communities of Clyde River, Baker Lake and Igloolik.

Objectives

- Lead in coordinating Inuit Qaujimajatuqangit approaches in day-to-day operations.
- Expand knowledge and expertise with respect to Inuit traditional ways.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Inuit Qaujimajatuqangit		790	830	830	830
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 Katimajiit and chairs the interdepartmental Tuttarviit committee.					
Piqqusilirivvik		541	1,580	4,100	4,100
Piqqusilirivvik (Inuit Cultural Facility) allows for the transfer of traditional Inuit culture, heritage, lifestyle and values to individuals; based on Inuit Qaujimajatuqangit guiding principles.					
Grants and Contribution		450	600	600	600
Under the Inuit Qaujimajatuqangit Branch, the Department provides contributions that support Inuit Societal Values and Piqqusilirivvik pilot projects.					
Total, Inuit Qaujimajatuqangit		1,781	3,010	5,530	5,530

Priorities (2009-10)

- Incorporate new government mandate into IQ Policy and begin the approval process.

Status: *IQ Working Group has been formed with the intention of developing a more holistic approach to IQ integration into government operations.*

- Submit the Policy Framework for the IQ division and Inuit Ways in the Workplace Guidelines document.

Status: *The guidelines document has been drafted and is under review.*

- Hire a Director (Senior Administrator) to lead the implementation activities associated with the 2011 opening of Piquusilirivvik.

Status: *The Director position will be filled in early 2010. Land and traditional route-based program development is in progress.*

Priorities (2010-11)

- Expand the role of Tuttarviit and Inuit Qaujimajatuqangit Katimajiit in the evaluation of GN legislation.
- Review roles of and engage Tuttarviit, IQ Katimajiit and the Inuit Societal Values Working Group in addressing IQ and ISV in GN programs and services. A strategic work plan will be developed.
- Develop program framework for CLEY cultural information sessions and pilot test into two decentralized communities in early 2011.
- Hire key positions to lead the implementation activities associated with the 2011 opening of Piquusilirivvik.

Complete Piquusilirivvik administrative design and implementation.

Priorities (2011-12)

- CLEY will host a conference on Inuit Qaujimajatuqangit and societal values in Government in March 2011.
- Expand the CLEY cultural information sessions into two other decentralized GN office locations.
- Hire remaining staff positions for Piquusilirivvik.
- Launch first year program and accept first intake of students for Piquusilirivvik.

Priorities (2012-13)

- Tuttarviit and IQ Katimajit will host a retreat on IQ and ISV with senior officials.
- Review program delivery models within Piqqusilirivvik and in the satellite program communities.

Appendix: FINANCIAL SUMMARY

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Main Estimates		Main Estimates	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	2,408	20.0	2,492	21.0	2,492	21.0	2,492	21.0
Grants and Contributions	–		–		–		–	
Other O&M	497		546		546		546	
Subtotal	2,905		3,038		3,038		3,038	
OFFICIAL LANGUAGES								
Compensation and Benefits	1,624	19.0	1,691	19.0	1,691	19.0	1,691	19.0
Grants and Contributions	300		300		300		300	
Other O&M	1,588		1,503		1,393		1,393	
Subtotal	3,512		3,494		3,384		3,384	
TAIGUUSILUQTIT								
Compensation and Benefits	550	3.5	1,100	7.0	1,100	7.0	1,100	7.0
Grants and Contributions	–		–		–		–	
Other O&M	380		940		940		940	
Subtotal	930		2,040		2,040		2,040	
CULTURE AND HERITAGE								
Compensation and Benefits	1,655	15.8	1,843	14.8	1,843	14.8	1,843	14.8
Grants and Contributions	2,008		2,008		2,008		2,008	
Other O&M	678		643		643		643	
Subtotal	4,341		4,494		4,494		4,494	
ELDERS AND YOUTH								
Compensation and Benefits	854	7.0	900	7.0	900	7.0	900	7.0
Grants and Contributions	1,050		1,050		1,050		1,050	
Other O&M	339		329		329		329	
Subtotal	2,243		2,279		2,279		2,279	
SPORTS AND RECREATION								
Compensation and Benefits	1,335	11.0	1,383	11.0	1,383	11.0	1,383	11.0
Grants and Contributions	3,684		3,684		3,684		3,684	
Other O&M	430		410		1,210		410	
Subtotal	5,449		5,477		6,277		5,477	

Appendix: FINANCIAL SUMMARY

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
INUIT QAUJIMAJATUQANGIT								
Compensation and Benefits	770	5.0	1,358	8.0	2,058	16.0	2,058	16.0
Grants and Contributions	450		600		600		600	
Other O&M	561		1,052		2,872		2,872	
Subtotal	1,781		3,010		5,530		5,530	
TOTAL	21,161	81.3	23,832	87.8	27,042	95.8	26,242	95.8

**Department of
Education**

**Business
Plan**

2010-2013

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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), the Coalition of Nunavut DEAs, 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.

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 2010-11 Main Estimates that present the actual appropriation by branch.

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

	Budget (\$000)			
	2009-10	2010-11	2011-12	2012-13
Early Childhood Education	2,628	3,183	3,183	3,183
K-12 Schools	135,201	144,904	154,223	154,498
Post Secondary	6,829	6,904	6,904	6,904
Adult Programs	5,684	6,140	6,140	6,140
Income Support	39,304	39,360	38,829	38,829
Administrative Support Services	4,955	6,267	6,267	6,267
TOTAL	194,601	206,758	215,546	215,821

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 community based non-profit organizations to develop and provide quality and culturally appropriate early childhood education and care programs.
- To encourage young student parents to continue to work towards their high school diploma.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Healthy Children Initiative		908	908	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.

Day Care Grants and Contributions 1,595 **2,150** 2,150 2,150

Community early childhood facilities are licensed by the Department of Education under the *Child Day Care Act*. Regional offices are responsible for issuing start-up grants, providing ongoing program contributions, inspecting facilities annually, as well as providing licensing and operating support.

Young Parents Stay Learning 125 **125** 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.

Total, Early Childhood Education **2,628** **3,183** **3,183** **3,183**

Priorities (2009-10)

- Improve the transition of individuals in the Young Parents Stay Learning Program to the Daycare User Subsidy.

Status: *Eligibility criteria were changed to allow students attending high school to stay with the Young Parents Stay Learning Program once they have been approved until they graduate or leave high school.*

- Development of Daycare learning resources.

Status: *Resource development has lagged due to a lack of funding.*

- Identify options for stronger linkages between K-12 and Early Childhood.

Status: *Options have been identified and discussions are ongoing.*

- Develop alternative funding arrangements for licensed child care facilities.

Status: *An alternative funding arrangement, including an increase in funding for licensed childcare facilities was developed and approved. This new funding arrangement will allow for more stable funding for childcare facilities.*

Priorities (2010-11)

- Enhance training opportunities for licensed childcare facility staff by having Early Childhood Officers provide workshops and training opportunities for licensed childcare staff during all community visits.
- Enhance promotion of early child development and department Early Childhood Programs.
- Develop early childhood resources that will assist in providing quality care.

- Implement approved alternate funding arrangements for licensed childcare facilities.

Priorities (2011-12)

- Produce and promote early childhood resources that will assist in providing quality care.

Priorities (2012-13)

- Review the Child Day Care Act in preparation for future consultation and possible revision, ensuring that any revisions complement the Education Act.
- Develop early childhood resources that will assist in providing quality care.

K-12 Schools

K-12 Schools consists of programs and services for schools across Nunavut. The program includes the development and delivery of K-12 curriculum, instruction, assessment and evaluation. It also provides support to DEAs, including the CSFN, for students and staff through curriculum and resource material development, in-service training, educator and leadership development 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. Regional school/CSFN 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. The Department works closely with the CSFN to administer French minority-language schooling in Nunavut.

Curriculum and School Services offices located in Arviat, Pond Inlet, Pangnirtung, Rankin Inlet, Kugluktuk and Iqaluit carry out research in Inuit Qaujimaqatuqangit, and develop curriculum and related teaching resources and learning materials. The Curriculum and School Services division also assists with in-service training for school staff and DEAs, creates and implements student assessment tools, develops staff and program evaluation tools and coordinates student records, teacher certification and educator development programs.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Kindergarten - Grade 12					
Instruction		94,049	95,665	103,742	104,017
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.					
Support to District Education					
Authorities		12,302	15,908	15,908	15,908
Provides contribution funding to DEAs and the CSFN for the administration, resources and delivery of community-based educational programming in schools.					
Inuit Educational Leadership		250	1,428	1,428	1,428
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.					
Educator Training		3,804	2,744	3,074	3,074
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.					
Teacher Professional Development		2,196	2,196	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.					
Curriculum and School Services		9,029	11,803	12,715	12,715
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.					

Director's Office – Curriculum and

School Services	362	804	804	804
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Provides overall direction and administration coordination for Curriculum and School Services offices across Nunavut.

School Operations – Regional	12,691	13,677	13,677	13,677
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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.

Commission scolaire

francophone du Nunavut	163	217	217	217
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Provides funding for the delivery of educational programs in French to *École des Trois-Soleils* and the administration of minority language rights.

French Division	355	462	462	462
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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.

Total, K-12 Schools	135,201	144,904	154,223	154,498
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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.

Status: Teacher education programs are now being offered in Pond Inlet, Pangnirtung, Qikiqtarjuaq, Cape Dorset, Iqaluit, Rankin Inlet, Baker Lake, Kugluktuk, Cambridge Bay and Kugaaruk. These programs are funded by Nunavut Arctic College and the Department of Education.

The Inuit Language and Cultural Certificate program was offered in Iqaluit. The Department is working on training programs for Middle School Educators and Language and Culture Instructors.

- 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.

Status:*The Department is working on new primary and grades 7 to 12 curriculum and resources. Additional Inuit language instructors were allocated to five communities in most need of language revitalization, Cambridge Bay, Kugluktuk, Rankin Inlet, Iqaluit, and Resolute Bay. The Department is working on the development of programs and resources for early childhood language programs.*

- Continue the enhancement of Language Revitalization Programs in Kitikmeot Schools through additional Inuit Uqausiit instructors.

Status:*The Inuit Language Certificate Program was designated to Cambridge Bay but due to difficulty in recruiting students and staff the program was not delivered. The Department will consider reoffering the program in the fall of 2010/11 in Cambridge Bay. Additional Inuit Uqausiit instructors were made available.*

- Implement the Master Apprentice language revitalization model in the Kitikmeot Region, at the grade nine levels;

Status:*Students in the Grade 10 Inuit Heritage Learning Option are engaging in this model as part of their learning plans.*

NTEP students enrolled in Kugluktuk have also begun the process of selection of Master language speakers in their community, and they are the apprentices.

- Implement the grade seven language assessment tool;

Status:*The Department completed language arts competencies for Inuktitut and English language arts and the assessment project will be implemented in 2010/11.*

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.

Status:*Program needs for the new system were completed and the RFP for a successful contractor to develop the Student Records System was awarded.*

- 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.

Status:*Funding has been provided to the Coalition of Nunavut DEAs and an increase in funding to DEAs and the CSFN has occurred. The Department is working with the Coalition of Nunavut DEAs to determine DEA training priorities. A DEA Development Coordinator will assist the Department and DEAs with training.*

- Refine and complete implementation of the Principal and Teacher Evaluation tools in all schools.

Status: *The teacher evaluation tool is being implemented in schools and a new software program is being designed to assist in tracking and defining training needs for staff. The DEA, Parent, Staff, and Student feedback process for Principal evaluation has been designed.*

- Begin development of new Language Assessment tools and procedures for primary classrooms.

Status: *A survey of elementary language arts teachers on current assessment practices has been completed. The Department is working with Inuit educators in developing common terminology and practices for assessment in Inuktitut.*

Positive School Environments

- Begin developing orientation and mentoring programs for school staff.

Status: *The Department and the Nunavut Teachers' Association have hired an Orientation and Mentoring Coordinator to assist in the development and delivery of the program for all new teachers and principals to Nunavut schools.*

- Develop the Positive School Environment Support Manual for Nunavut schools.

Status: *The Inclusion Support Manual was completed and a draft of the Positive School Environment Manual developed.*

- Begin developing the School Community Counsellor Training Program and continue the revision of the Student Support Assistant Certificate Program.

Status: *The Department is in the process of developing the School Community Counselor Training Program. All School Community Counselors attended a training session in February, 2010. The Student Support Assistant Certificate Program will be reviewed and updated in the 2010/11 school year.*

- Continue the expansion and implementation of new high school program options, including changes to graduation requirements.

- **Status:** *Aulajaaqtut 10 will become a compulsory course of studies in the fall of 2010. Focus group meetings were held with principals, parents and students regarding proposed graduation requirements. New requirements will be implemented in 2011/12.*

- Develop and implement a Young Men's Engagement Project in partnership with the Pangnirtung District Education Authority.

Status: *The Department held a planning meeting in Pangnirtung to review the current program being offered in the community along with other ideas. The intent is to change the way schools engage young men in learning throughout all grades and to ensure a sustainable program for high school youth is expanded to other communities.*

- Develop and implement a Parent Engagement Project in the Kivalliq Region.

Status: A pilot project is being offered in the community of Baker Lake. The project is in partnership with the Baker Lake District Education Authority and the Canadian Counsel of Learning. The Department is working on tools to assist schools and DEAs in involving parents.

Priorities (2010-11)

- Implement the *Inuit Language Protection Act* and the *Education Act* by further developing curriculum and teaching resources for Early Childhood and K-12 programs, and by providing ongoing training to District Education Authorities and school staff.
- Work in partnership with Nunavut Arctic College to implement the 10 Year Educator Training Strategy through Teacher Education Programs, Inuit Language and Culture Certificate Programs, School Community Counselor, Student Support Assistant Training and Early Childhood Educator training.
- Coordinate on-going development of program initiatives that enhance positive school environments in order to increase attendance, school completion, parental and youth engagement.
- Develop the new Student Records System for Nunavut Schools.
- Complete and approve the new graduation options and requirements for Nunavut students.
- Continue to develop and implement systems for school, student, and staff assessment and evaluation.
- In partnership with the Nunavut Teachers' Association, develop orientation and mentoring programs for teachers new to their community, with a focus on Inuit culture.

Priorities (2011-12)

- Continue to fulfill the requirements of the *Inuit Language Protection Act* and the *Education Act* by further developing curriculum and teaching resources for Early Childhood and K-12 programs, and by providing ongoing training to District Education Authorities and school staff.
- Continue to work in partnership with Nunavut Arctic College in implementing the 10 Year Educator Training Strategy via Teacher Education Programs, Inuit Language and Culture Certificate Programs, School Community Counselor, Student Support Assistant Training and Early Childhood Educator training.
- Continue development of program initiatives that enhance positive school environments which will result in increased attendance, school completion, parental and youth engagement.
- Pilot the new Student Records System for Nunavut Schools.

- Work with District Education Authorities and school staff in developing a time table for implementation of the new graduation requirements for Nunavut students.
- Continue to develop and implement systems for school, student, and staff assessment and evaluation.
- Pilot and evaluate orientation and mentoring programs for teachers new to their community, with a focus on Inuit culture and Nunavut instructional expectations.

Priorities (2012-13)

- Implement the Inuit Language Protection Act and the Education Act by further developing curriculum and teaching resources for Early Childhood and K-12, and providing ongoing training to District Education Authorities and school staff.
- Continue to work in partnership with Nunavut Arctic College to implement the 10 Year Educator Training Strategy through Teacher Education Programs, Inuit Language and Culture Certificate Programs, School Community Counselor, Student Support Teacher Training and Early Childhood Educator training.
- Continue development of program initiatives that enhance positive school environments which will result in increased attendance, school completion, parental and youth engagement.
- Implement the new Student Records System for Nunavut Schools.
- Implement new graduation requirements for Nunavut students.
- Continue to develop and implement systems, school, student, and staff assessment and evaluation.
- Implement orientation and mentoring programs for teachers new to their community, with a focus on Inuit culture.

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 through a regular review of financial needs and benefits for students.
- To increase the number of Inuit accessing post secondary programs.
- To increase the number of Inuit accessing professional programs through the ongoing review of financial and other supports that will help reduce and remove barriers..

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Financial Assistance for Nunavut Students (FANS)					
		6,443	6,378	6,378	6,378
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.					
Special Professions Program Fund		100	100	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.					
Adult Learning		286	426	426	426
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.					
Total, Post Secondary Education		6,829	6,904	6,904	6,904

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.

***Status:** The Department is developing, in consultation with the College, the Apprenticeship Board, and other jurisdictions' apprenticeship areas, appropriate accreditation mechanisms for the programs and facilities to be used by the Trade School. The College and Department also cooperatively responded to specific training needs for the territory that needed to be addressed before the opening of the trade school, in particular, housing maintainer serviceman training, in the spring and fall of 2009.*

- 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.

Status: *The Department developed loans collections officer positions to address issues surrounding outstanding loans as well as continued work on FANS application rationalization, workshops and simplification to ensure the program is understandable and accessible to Nunavut students. The Department is also undertaking a review and redevelopment of its FANS issuing database and its loans management database.*

- 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.

Status: *Student loan rates are being reviewed with the expectation that adjustments to the maximum weekly amounts will be changed to reflect current student costs. The Department is also working toward rationalizing all of its programs that provide student assistance in partnership with other student support providers.*

Priorities (2010-11)

- Work on the FANS database and loans management system will focus on the financial accountability aspects of the system integration as well as ease of use for data entry and reconciliations.
- Work on developing improved post-secondary enrolment models to assist in forecasting FANS demands, as recommended by the Office of the Auditor General.

Priorities (2011-12)

- FANS database development will be fully implemented including the development and use of Internet-based application materials for use by students.
- FANS statistical and annual reports will be researched, designed, and published, as recommended by the Office of the Auditor General.

Priorities (2012-13)

- The Special Professions Program Fund will be reviewed as to its effectiveness, the programs it covers, and the amount of resources required.

Adult Programs

Adult Programs within the Department of Education focus on literacy, career development, apprenticeship training, training on the job, and trades education programs. 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 Nunavummiut 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)	2009-10	2010-11	2011-12	2012-13
Career Development		100	99	99	99
This program develops and implements a coordinated plan for career/labour market training programs to meet needs of residents - linked to regional field operations.					
Apprenticeship Programs		1,081	1,099	1,099	1,099
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.					
Adult and Trades Education		332	337	337	337
Adult and Trades Education provides partnership funding to Trades Education programs operating at the community level. This initiative provides opportunities for the delivery of trades and pre-trades programming to those who would otherwise not have reasonable access to such opportunities.					
Literacy		464	478	478	478
Literacy funding supports literacy in partnership with other agencies, with a focus on improving adult literacy across Nunavut.					

Training on the Job	714	714	714	714
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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.

Career and Early Childhood

Services–Regional	2,858	3,267	3,267	3,267
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The regional offices deliver the income support program, day care subsidy, senior fuel subsidy, career development, training on the job and apprenticeship programs in the regions, as well as maintaining financial information at the regional level.

Skills Canada Nunavut	135	146	146	146
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Skills Canada Nunavut is a non-profit organization working to reposition skilled trades and technologies as first choice options for northern youth. The organization is supported by the federal and territorial governments as well as industry through program and event sponsorship. Skills Canada Nunavut is one of three territorial and ten provincial Skills Canada organizations. The Department of Education provides funding to staff the Executive Director position to carry out the Skills mandate in Nunavut.

Total, Adult Programs	5,684	6,140	6,140	6,140
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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.

Status: *The Adult Learning Registry is in early design stages as part of the Student Information System (K-12) Redevelopment Project. Preliminary discussions have been held with NAC with regards to adopting a unique student identifier number.*

- Developing a multi-year training strategy for Career Development Officers (CDO) in order to improve client service.

Status: *The Canadian Career Development Foundation has been contracted to develop and deliver a ‘Career Practitioner’ certificate program in partnership with NAC. This project will be completed within three years and CDO’s have already begun taking the courses of which three will be delivered in three separate locations in Nunavut in 2009-10. This project also has the support of the Department of Human Resources training fund.*

- The Department working with its partners will develop a Nunavut Literacy Strategy that provides direction for the future work in literacy in Nunavut.

Status: *The Department is consulting with various parties, including other jurisdictions, to develop a literacy discussion document with a view to developing a long term literacy strategy for 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.

Status: *An apprenticeship database and information management procedures are being developed to assist with this process.*

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

Status: *Preliminary discussions have been held with NAC on this issue. Contacts have been established with the Department of Education in Nova Scotia who have developed an Adult graduation program. Continued development on this project is expected to occur in early 2010. The Department is re-profiling funds to create a PY to coordinate this work.*

Priorities (2010-11)

- The Department will begin to review apprenticeship programs to ensure they effectively meet the needs of employers and apprentices across Nunavut.
- Complete the development of an Adult Mature Graduation diploma option for adult learners.
- Provide better LMI (Labour Market Information) by reviewing the use of NCSIS as an LMI tool and developing new approaches to LMI utilizing existing databases.
- Work with government partners to develop a strategic framework and departmental directive on career development services.
- Work with partners to undertake a review of apprenticeship programs to ensure they effectively meet the needs of employers and apprentices across Nunavut.

Priorities (2011-12)

- Complete the review of apprenticeship programs to ensure they effectively meet the needs of employers and apprentices across Nunavut.
- Commence implementation of the Adult Mature Graduation diploma option for adult learners.

Priorities (2012-13)

- Implement the apprenticeship strategy that arises from the 2010-12 apprenticeship review.
- Complete the implementation of Adult Mature Graduation diploma option for adult learners

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, review and evaluate 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)	2009-10	2010-11	2011-12	2012-13
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Income Support

(Social Assistance)		29,730	29,637	29,637	29,637
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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.

Day Care Subsidy		590	590	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		488	488	488	488
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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	1,392	1,392	1,392	1,392
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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	677	677	677	677
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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	542	455	455	455
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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	3,367	3,780	3,780	3,780
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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	2,303	2,105	1,574	1,574
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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	215	236	236	236
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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.

Total, Income Support	39,304	39,360	38,829	38,829
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Priorities (2009-10)

- Streamline the process for data management procedures related to the issuance of tax information to Canada Revenue Agency.

Status: *A data collection system (T5 Solution) is being re-designed to better collect data required for the issuance of clients' T5007 Statement of Benefits required for income tax purposes (Canada Revenue Agency). System enhancements will allow for better data management of clients' personal data records and income support cheque issuance. It is anticipated that this system will be deployed to a number of income support offices in 2010. Appropriate training for Income Support Staff is needed for this initiative to be successful.*

- 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.

Status: *A Career Development Services Framework is in the early stages of development. This framework will improve client service delivery across the Department and plans are underway to provide front line workers with training. Income Support Workers will be involved in the later phases of this initiative once an all-party agreement on the framework is reached with development partners.*

- Initiate extensive testing of the Income Support Case Management System.

Status: *Testing of this complex system will be on-going over the life of the project as new modules are developed. Income Support Staff must ensure that the system addresses financial accountability issues outlined by the Auditor General of Canada. Limited resources and staffing at both Income Support Headquarters and Field Operations continues to hamper the adequate testing of what has been developed to date.*

- Continue the multi-year project to develop and deploy the Income Support Case Management System across Nunavut.

Status: *Income Support Staff are working hard to ensure that this complex, rules-based system addresses financial accountability issues outlined by the Auditor General of Canada. A pilot project has been underway since June 2009 at the Iqaluit Income Support Office to test what has been developed to-date. An*

analysis and further testing must be completed prior to rolling out the system. Limited resources and staffing at both Income Support Headquarters and Field Operations continues to hamper the development and eventual deployment of this system.

- Continue developing staff training materials for the deployment of the Income Support Case Management System.

Status: *This work has fallen behind schedule due to the Territorial Training Coordinator position being vacant for 12 months. A new Coordinator was hired effective September 28, 2009 and has started to review training materials developed to date.*

Priorities (2010-11)

- Continue system design, testing and quality assurance of the Income Support Case Management System. Once it has been determined that the system captures the required information, full deployment will commence in Iqaluit. A detailed rollout schedule for system training and further deployment will be completed. This is a complex, multi-year, project that requires dedicated resources to ensure its success.
- Begin to deploy improved data management systems (T5 Solution) to Income Support delivery offices to allow for better management of income support programs until the more robust case management system is completed and rolled out. Communities scheduled for training in 2010-11 are: Rankin Inlet, Baker Lake, Arviat, Cambridge Bay, Gjoa Haven, Pangnirtung, Pond Inlet, and Igloolik
- Working in partnership with the Department of Justice, revise the *Social Assistance Act* and *Social Assistance Regulations* to identify and correct gaps and inconsistencies in current legislation, regulations, and policies and procedures.
- Identify additional options for income support recipients to increase the allowable amounts of income they may earn without reducing the amount of assistance they may receive. Changes to the current benefit structure require regulatory amendments as well as additional funds in order to implement changes.

Priorities (2011-12)

- Redefine the “productive choices” concept so that more people are encouraged to seek employment opportunities and other ways to contribute to their communities.
- Deploy the data management system (T5 Solution) to the remaining Nunavut communities that have access to the GN network.

- Provide Income Support Workers with Career Development training in conjunction with the CDO training strategy and career development client services framework.
- Continue training and further deployment of the Income Support Case Management System.

Priorities (2012-013)

- Undertake a comprehensive review of the government's income support programs, including Social Assistance, Daycare Subsidy, Senior Fuel Subsidy, Senior Citizens Supplementary Benefit, Sivuniksaliarniq, and Transition to Work programs.
- Initiate any legislative, regulatory and or policy changes arising from the comprehensive review of income support programs.

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 Qaujimagatuqangit* 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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Directorate		1,066	1,713	1,713	1,713

The Directorate provides overall management support under the direction of the Deputy Minister, who, as head of the department, recommends goals, objectives and standards for education to the Minister. The administrative mandate includes strategic planning, development of legislation and policy, budget co-ordination, capital planning, financial services, human resource development and systems support.

Policy and Planning	1,142	1,326	1,326	1,326
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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.

Corporate Services	2,747	3,228	3,228	3,228
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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.

Total, Administrative Support Services	4,955	6,267	6,267	6,267
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Priorities (2009-10)

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

Status: *Initial regulations were prepared, consulted on, revised and passed into law. A plan for full regulation development was prepared and consulted on. The priority topics in this plan were prepared, consulted on, and passed, with additional topics to be completed over the next two years.*

- Facilitate the development of standardized data collection and organization for departmental annual and program reporting.

Status: *A position and job description was created to lead this work, but staffing this position was delayed due to fiscal limitations. This position is in the process of being filled which will then allow material work to begin.*

- Assess and improve program accountability frameworks.

Status: *To ensure consistency and conformity throughout the territory reviews of teacher hiring practices, as well as accounting practices and procedures in regional office are underway. In addition the branch is entering into a 'cross training' program to enable other staff to provide backup assistance in the event of an absence or emergency.*

- Develop and launch a new Department of Education website.

Status: *A new website design was created with new functionality, and the website was launched with updated content.*

- Provide training to ensure the human resource teacher recruitment process is consistently applied across the territory.

Status: The department has hired a special advisor to review the teacher recruitment process with a view to ensuring consistency throughout the three regional offices.

Priorities (2010-11)

- Consult on and draft new regulations for the *Education Act*, including regulations on bilingual education, Inuuqatigitsiarniq, Registration and Attendance Policies, and planning and reporting.
- Prepare and release an annual report on the work of the Department of Education.
- Expand the amount of content and functionality of the new Departmental website, including piloting the electronic submission of forms and content to support transparency of Departmental activities.

Priorities (2011-12)

- Consult on and draft new regulations for the *Education Act*, including regulations on staff certification, appeals, home schooling and early childhood language programs.
- Develop and initiate implementation of a comprehensive departmental communications strategy to promote awareness, understanding, and effectiveness of departmental programs.

Priorities (2012-013)

- Review the Child Day Care Act in preparation for future consultation and possible revision, ensuring that any revisions complement the Education Act.

Appendix: Financial Summary

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	824	6.0	1,222	8.0	1,222	8.0	1,222	8.0
Grants and Contributions	–		–		–		–	
Other O&M	242		491		491		491	
Subtotal	1,066		1,713		1,713		1,713	
POLICY AND PLANNING								
Compensation and Benefits	863	8.0	1,047	9.0	1,047	9.0	1,047	9.0
Grants and Contributions	–		–		–		–	
Other O&M	279		279		279		279	
Subtotal	1,142		1,326		1,326		1,326	
CORPORATE SERVICES								
Compensation and Benefits	2,227	23.0	2,578	23.0	2,578	23.0	2,578	23.0
Grants and Contributions	–		–		–		–	
Other O&M	520		650		650		650	
Subtotal	2,747		3,228		3,228		3,228	
INCOME SUPPORT								
Compensation and Benefits	1,086	10.0	1,196	10.0	1,196	10.0	1,196	10.0
Grants and Contributions	1,382		1,382		1,382		1,382	
Other O&M	1,442		1,155		624		624	
Subtotal	3,910		3,733		3,202		3,202	
ADULT LEARNING AND POST SECONDARY SERVICES								
Compensation and Benefits	1,784	15.0	1,916	15.0	1,916	15.0	1,916	15.0
Grants and Contributions	5,082		5,082		5,682		5,682	
Other O&M	1,476		1,676		1,076		1,076	
Subtotal	8,342		8,674		8,674		8,674	
CAREER AND EARLY CHILDHOOD SERVICES								
Compensation and Benefits	5,267	58.1	5,781	60.1	5,781	60.1	5,781	60.1
Grants and Contributions	34,214		34,589		34,589		34,682	
Other O&M	2,712		2,810		2,810		2,717	
Subtotal	42,193		43,180		43,180		43,180	

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
CURRICULUM AND SCHOOL SERVICES								
Compensation and Benefits	5,961	56.5	6,910	55.5	7,160	55.5	7,160	55.5
Grants and Contributions	4,758		5,195		5,525		5,525	
Other O&M	5,277		7,332		7,994		7,994	
Subtotal	15,996		19,437		20,679		20,679	
SCHOOL OPERATIONS								
Compensation and Benefits	100,313	993.5	102,975	1,025.2	111,052	1,097.2	111,327	1,100.2
Grants and Contributions	12,465		15,970		15,970		15,970	
Other O&M	6,427		6,522		6,522		6,522	
Subtotal	119,205		125,467		133,544		133,819	
TOTAL	194,601	1,170.1	206,758	1,205.8	215,546	1,277.8	215,821	1,280.8

Department of
Health and
Social Services

Business
Plan

2010-2013

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CORE BUSINESS

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

	Budget (\$000)			
	2009-10	2010-11	2011-12	2012-13
Directorate	25,240	22,989	22,989	22,989
Social Services	34,721	36,434	37,334	35,834
Public Health	8,212	9,686	9,686	9,686
Treatment	151,757	157,063	157,063	157,063
Health Insurance	38,262	38,335	38,335	38,335
TOTAL	258,192	264,507	265,407	263,907

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, communications, budget coordination, capital planning, financial services, human resource development, and 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)	2009-10	2010-11	2011-12	2012-13
Deputy Minister		1,496	1,723	1,723	1,723

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.

ADM Programs and Standards	2,842	2,167	2,167	2,167
Provides overall management and leadership in areas of programs and standards, carries out strategic initiatives and provides strategic policy advice to the Department.				
ADM Operations	5,006	5,264	5,264	5,264
Provides overall management and leadership for regional operations, while providing support to local communities in capacity building.				
Corporate Services	15,090	13,188	13,188	13,188
A multi-disciplined division responsible for the provision of support functions in three main sectors which include Finance, Health Information and Human Resources.				
Policy, Planning and Evaluation	806	647	647	647
Provides leadership and advisory services in the review, development and implementation of departmental policies, legislation, strategies, and Cabinet submissions; leads strategic planning and business planning processes for the Department; provides leadership and a coordinating role in the development of ministerial briefing materials for all legislative sittings and as otherwise required; provides policy and strategic advice and support to the Minister and Deputy Minister's office; coordinates the Department's working relationships with federal, provincial and territorial (FPT) counterparts.				
Total, Directorate	25,240	22,989	22,989	22,989

Priorities (2009-10)

- Continue to increase and strengthen financial management practices.
Status: *The Department has increased its capacity in the area of financial analysis and budget planning. A work plan system has been implemented for the Department. A Memorandum of Understanding is in place with the Department of Finance to clarify roles, responsibilities and expectations with respect to financial processing.*
- 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.
Status: *A framework for the human resources strategy will be completed by March 31, 2010. The Strategy, including an implementation plan, will be completed in 2010-2011.*
- Develop a framework for an integrated communications strategy for the Department.
Status: *Development of the framework is underway and this priority will be completed by March 31, 2010.*
- Undertake a comprehensive study of health and health care in Nunavut to determine optimal departmental staffing levels and service delivery approaches in each community.

Status: *This study, referred to as the Health Services Evaluation project, has been underway since early 2009-2010. The final report, including strategic recommendations for consideration will be received and reviewed by the department before the end of the 2009-2010.*

- Increase regional integration of strategic territorial initiatives including the Public Health Strategy, Nursing Recruitment and Retention Strategy and Quality Management Framework.

Status: *Implementation efforts for the Public Health Strategy are guided by an implementation team and an advisory committee which includes regional staff. The training curriculum for community health representative (CHRs) has been adapted and capacity building initiatives for CHRs are underway in partnership with Nunavut Arctic College (NAC). Since the implementation of the Nursing Recruitment and Retention Strategy in August 2008, staffing of indeterminate nurses has increased by 28%. Communications efforts have focused on promoting nursing as a career choice for Inuit. The Quality Assurance Working Group has been established and by March 31, 2010 will have developed a communications plan, key quality indicators of performance and a critical incidents review process.*

Priorities (2010-11)

- Complete and implement a fully integrated communications strategy for the department.
- Implement the recommendations of the Office of the Auditor General with regards to invoice processing and cost recoveries.
- Establish a privacy policy framework that governs both electronic and non-electronic health information.
- Implement the Nunavut Integrated Electronic Health Record (NUieHR) in four communities (Iqaluit, Pangnirtung, Rankin Inlet and Cambridge Bay).
- Develop a health services strategic plan based on the results of the Health Services Evaluation project completed in 2009-2010.
- Strengthen, empower and support Community Health Committees.

Priorities (2011-12)

- Establish a certified practice program to certify community health nurses in advanced practice skills.
- Develop and begin implementing an evaluation framework for departmental programs and services.
- Implement the health services strategic plan developed in 2010-2011.

Priorities (2012-13)

- Establish a licensed practical nurse (LPN) program that will train and educate Nunavummiut for LPN work within the territory.
- Implement a budgeting process that reflects the cyclical nature of anticipated cash disbursements for major health programs.
- Implement the NUieHR in all remaining communities and in some referral sites located outside of Nunavut including Ottawa, Edmonton and Yellowknife.

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 program development and providing 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, youth, families and vulnerable individuals.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
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Social Services Headquarters		770	846	846	846
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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.

Child Protection Services	6,162	6,768	7,668	6,168
Ensures the safety and well-being of children and youth 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> .				
Adoption Services	1,541	1,692	1,692	1,692
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.				
Guardianship Services	1,541	1,692	1,692	1,692
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.				
Adult Support Services	2,311	2,538	2,538	2,538
Provides a range of counseling and support services to eligible adults with disabilities.				
Family Violence Services	3,081	3,383	3,383	3,383
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.				
Residential Care (Facility Based)	19,315	19,515	19,515	19,515
Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized residential care.				
Total, Social Services	34,721	36,434	37,334	35,834

Priorities (2009-10)

- Develop a legislative proposal to review the *Child and Family Services Act*.
Status: *By March 31, 2010, it is anticipated that a legislative proposal addressing a court decision (specific to youth between ages 16 to 19) will be approved and the required amendments will be introduced in the Legislature. A full review of the legislation will be undertaken over the following two fiscal years.*
- Initiate the development of a Residential Care Strategy with emphasis on providing increased Nunavut-based services for youth.
Status: *A program and facility review across the three regions is underway and will be completed by February 2010. A draft report containing strategic recommendations will be completed by March 31, 2010. The strategy and associated implementation plan will be completed in 2010-2011.*

- Develop and implement a Family Violence Shelters for Women Policy.
Status: *A review of the family violence shelter program was undertaken in 2008-2009. The review included face-to-face consultations with the directors of the five shelters operating in the territory, as well as hamlet officials, local RCMP members and other community groups and organizations. As a result of this review, an overarching policy (Saillivik Policy) was developed in partnership with the Women's Secretariat (Department of Executive and Intergovernmental Affairs). The purpose of the policy is to support the administration of this program, including minimum standards for shelters and reporting templates. Implementation of the policy is underway.*

Priorities (2010-11)

- Undertake a comprehensive review of child and family services legislation, programming and current delivery models.
- Consult with Nunavummiut on the appropriate ways to support Nunavut's families and protect our children.

Priorities (2011-12)

- Develop a legislative proposal for child and family services legislation based on the review initiated in 2010-2011.
- Procure an electronic case management system for social services.
- Implement the residential care strategy completed in 2010-2011.
- Expand programs and services offered in-territory for youth at risk

Priorities (2012-13)

- Introduce child and family services legislation.
- Develop new approaches to child and family services programming that reflect Nunavut culture and values.

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 a number of health promotion 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 partnerships with Inuit organizations with respect to public health programs and policy development.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Chief Medical Officer of Health		786	786	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.					
Communicable Diseases Control		138	146	146	146
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.					
Environmental Health		880	922	922	922
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.					
Health Protection		3,138	3,278	3,278	3,278
Provides expertise and leadership to the regions in the delivery of programs and services dedicated to protecting the health of Nunavummiut.					
Tuberculosis (TB) Program		245	252	252	252
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.					

Health Promotion	2,186	3,420	3,420	3,420
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.				
Information Research	567	597	597	597
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.				
Nutrition	272	285	285	285
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.				
Total, Public Health	8,212	9,686	9,686	9,686

Priorities (2009-10)

- Develop a Chronic Disease Prevention Strategy.
Status: *A framework for chronic disease prevention has been developed. Various initiatives (i.e. tobacco reduction, injury prevention) in support of the framework are in the development phase.*
- Implement the Perinatal Outcomes and Child Health Surveillance System using a phased approach.
Status: *Pilot surveillance projects have started in the Baffin and Kivalliq regions. The system should be implemented by March 31, 2010.*
- Develop a legislative proposal for a new *Public Health Act*.
Status: *The legislative proposal was developed and approved. Extensive research is being completed in order to prepare a legislative framework and consultation plan. Stakeholder engagement will begin in early 2010-2011.*
- Expand food security related initiatives ensuring increased community participation and capacity building.
Status: *Expansion of the Healthy Foods North program to Grise Fiord and Arviat is underway with continued expansion planned for some other communities in 2010-2011. The Department has been actively participating in the federal Food Security Reference Group. It is anticipated that Nunavut food service standards will be developed by March 31, 2010. A variety of food security initiatives are underway*

through federal Vote 4 contributions such as school breakfast programs, a sealift enhancement project, a project to provide iron fortified cereal to infants (6-12 months) to prevent iron deficiency anemia and snack programs.

Priorities (2010-11)

- Complete a legislative framework and undertake consultations on the new *Public Health Act*.
- Develop and begin implementing a tobacco reduction strategy.
- Integrate existing early childhood health and development programs to create holistic initiatives for children and their families.

Priorities (2011-12)

- Introduce a new *Public Health Act*
- Develop a holistic sexual health program.
- Establish comprehensive child nutrition programming and standards.

Priorities (2012-13)

- Implement the sexual health program.
- Develop parenting programs that are community driven and integrate with early childhood health and development initiatives.

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)	2009-10	2010-11	2011-12	2012-13
Professional Practice		1,862	1,925	1,925	1,925
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.

Dental Services	2,358	2,464	2,464	2,464
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Delivers comprehensive, timely and appropriate oral health care services and conducts preventive dental health education, including the promotion of dental hygiene.

Mental Health	7,816	8,500	8,500	8,500
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Provides a client-centred, comprehensive, seamless continuum of care which includes assessment, counselling, treatment and referral services to those individuals and families experiencing emotional distress and/or psychiatric disorders. This includes providing support and assistance to communities and groups to better understand and deal effectively with primary, acute and/or emergency mental health issues, self harming behaviours, high stress, self-esteem and wellness (addictions) issues that limit personal functioning and well-being. The continuum of care is accessible at various points with the practitioner acting in a triage capacity.

Home Care and Continuing Care	2,425	2,564	2,564	2,564
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Offers health related services to Nunavummiut needing extra care due to 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. Supports and strengthens family and community involvement in care delivery.

Medical Transportation	47,923	47,923	47,923	47,923
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Provides transportation services for patients who require medical services not available within their own community.

Hospital and Physician Services	55,076	56,544	56,544	56,544
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Provides inpatient and outpatient services in Nunavut and out of territory. This program also provides rehabilitation services such as 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	34,297	37,143	37,143	37,143
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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.

Total, Treatment	151,757	157,063	157,063	157,063
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Priorities (2009-10)

- Establish a Territorial Mental Health and Addictions Division.
Status: *The six position division is established and includes an addictions and treatment specialist, suicide intervention specialist, community mental health specialist and psychologist.*

- Conduct a territorial review of rehabilitation services.
Status: *The review is underway and will be completed by March 31, 2010.*
- Finalize a strategic plan for territorial physician services.
Status: *The strategic plan has been developed. The Department's 2009-2010 complement of family physician positions is fully staffed. Increased physician and specialist services offered in 2009-2010 have been federally funded through the Territorial Health System Sustainability Initiative which is set to expire on March 31, 2010. Implementation of the strategic plan from 2010-2011 onwards will be dependent on additional funding being secured.*
- 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.
Status: *Began a comprehensive review in the fall of 2009. A manager of medical travel position was created to provide territorial leadership in administering this program. Further efforts to strengthen the medical travel system are ongoing.*
- Develop a Maternal and Newborn Care Strategy
Status: *Complete and implementation is underway. In addition to the services already provided through the Rankin Inlet Birthing Centre, midwifery services will begin in Cambridge Bay in early 2010. Plans are underway to further expand services to Arviat and Iqaluit. The Maternity Care Worker and Midwifery programs currently being offered by Nunavut Arctic College in Rankin Inlet have been expanded to Cambridge Bay.*

Priorities (2010-11)

- Introduce a *Licensed Practical Nurses Act*.
- Develop a clinical quality assurance program and implement territory-wide.
- Implement the *Addictions and Mental Health Framework*, including a land-based and facility-based treatment programs and services.
- Implement a territorial suicide prevention strategy in partnership with Nunavut Tunngavik Inc. and the Embrace Life Council.
- Undertake a review of the Home Care Program to determine whether established programming and standards are addressing needs.
- Implement the *Maternal and Newborn Health Care Strategy*.
- Implement a territorial physician services strategic plan.\

Priorities (2011-12)

- Further expand land-based and facility-based addictions treatment programs and services.
- Complete a comprehensive review of the *Client Travel Policy*.
- Develop a delivery model for rehab services focused on improved access to services at the community level.
- Develop a program to support Nunavummiut who are qualified to attend medical school.
- Develop territorial guidelines and standards for family physician clinics.
- Expand clinical services offered at the Qikiqtani General Hospital.

Priorities (2012-13)

- Undertake a review of the *Mental Health Act*.
- Complete the development of the family practice program in the two regional health facilities.

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 (NIHB) program on behalf of the Federal Government (Vote 4 funding).

Objectives

- To provide efficient administration of the Nunavut Health Insurance Plan, both in and out of territory, to all Nunavummiut.
- To administer the NIHB program on behalf of the Government of Canada.
- To ensure that all residents who face financial barriers have access to medically necessary health services.
- To administer vital statistics.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
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Health Insurance

Programs / Vital Statistics		1,379	1,452	1,452	1,452
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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.

Extended Health Benefits	360	360	360	360
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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.

Out-of-Territory Hospitals	33,523	33,523	33,523	33,523
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Responsible for the payment of out-of-territory hospital services. When Nunavut patients are seen in other provinces, the province then reciprocally bills the Government of Nunavut for these services.

Reciprocal Physician Billings	3,000	3,000	3,000	3,000
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Management of payments for insured health services provided by another jurisdiction to residents of Nunavut and also for private fee-for-service physicians within Nunavut.

Total, Health Insurance	38,262	38,335	38,335	38,335
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Priorities (2009-10)

- Review the Extended Health Benefits Policy with a focus on chronic and complex care benefits.
Status: *This review will be completed by March 31, 2010 and is part of a broader review of supplementary health programs that has been initiated.*
- Re-negotiate Nunavut's Non-Insured Health Benefits provisions with the Government of Canada.
Status: *It is anticipated that by March 31, 2010, Nunavut's expectation of NIHB benefits will be developed and will be used for re-negotiation purposes. These negotiations take place as part of the NIHB Inuit Specific Technical Working Group, which includes representation from Nunavut Tunngavik, Inuit Tapiriit Kanatami, Health Canada and the Department of Health and Social Services.*
- Implement a new secure Nunavut birth certificate following the example from other Canadian jurisdictions.
Status: *New birth certificates have been ordered and the Department will begin issuing them in early 2010-2011.*
- Develop a Medicare Policy and supporting guidelines.
Status: *Due to capacity issues, this work has been deferred and will begin once the review of supplementary health programs is completed in 2010-2011.*

Priorities (2010-11)

- Finalize the review of territorial supplementary health programs.
- Develop communications materials to better inform Nunavummiut of insured and supplementary health programs.
- Undertake a review of delivery options for the Non-Insured Health Benefits program.

Priorities (2011-12)

- Develop a Legislative Proposal for amendments to the *Vital Statistics Act*.

Priorities (2012-13)

- Introduce the *Vital Statistics Act*.

Appendix: Financial Summary

Branch	2009 – 2010 Main Estimates		2010 – 2011 Main Estimates		2011 – 2012 Planned		2012 – 2013 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	18,609	145.0	16,346	139.0	16,346	139.0	16,346	139.0
Grants and Contributions	600		600		600		600	
Other O&M	6,031		6,043		6,043		6,043	
Subtotal	25,240		22,989		22,989		22,989	
SOCIAL SERVICES								
Compensation and Benefits	7,188	60.0	7,780	60.0	7,780	60.0	7,780	60.0
Grants and Contributions	3,846		3,846		3,846		3,846	
Other O&M	23,687		24,808		25,708		24,208	
Subtotal	34,721		36,434		37,334		35,834	
PUBLIC HEALTH								
Compensation and Benefits	5,927	66.0	7,401	74.0	7,401	74.0	7,401	74.0
Grants and Contributions	–		–		–		–	
Other O&M	2,285		2,285		2,285		2,285	
Subtotal	8,212		9,686		9,686		9,686	
TREATMENT								
Compensation and Benefits	67,815	698.3	72,522	701.3	72,522	701.3	72,522	701.3
Grants and Contributions	1,723		1,723		1,723		1,723	
Other O&M	82,219		82,818		82,818		82,818	
Subtotal	151,757		157,063		157,063		157,063	
HEALTH INSURANCE								
Compensation and Benefits	1,235	18.0	1,308	18.0	1,308	18.0	1,308	18.0
Grants and Contributions	–		–		–		–	
Other O&M	37,027		37,027		37,027		37,027	
Subtotal	38,262		38,335		38,335		38,335	
TOTAL	258,192	987.3	264,507	992.3	265,407	992.3	263,907	992.3

**Department of
Environment**

**Business
Plan**

2010-2013

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CORE BUSINESS

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).

The Department of Environment takes an integrated approach to sustainable resource management by focusing on wildlife, fisheries and sealing, environmental protection, parks and special places. Careful management of our resources that depends on good quality land, water, and air will ensure healthy communities in Nunavut.

In order to achieve this, the Department of Environment is divided into five lines of business:

	Budget (\$000)			
	2009-10	2010-11	2011-12	2012-13
Corporate Management	3,842	3,867	3,867	3,867
Wildlife Management	10,751	10,867	10,867	10,867
Environmental Protection	1,620	1,620	1,620	1,620
Fisheries and Sealing	2,311	2,311	2,311	2,311
Parks and Special Places	1,474	1,474	1,474	1,474
TOTAL	19,998	20,139	20,139	20,139

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, as well as with national and international audiences.

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 the delivery of our programs and services.
- Co-ordinate the departmental support of GN-wide priorities.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Directorate		662	687	687	687
The Directorate is responsible for overall management and direction of the Department of Environment.					
Policy, Planning and Legislation		1,056	1,056	1,056	1,056
Policy, Planning and Legislation oversees all corporate planning, legislation and policy development along with associated research, communications and public education.					
Corporate Services		2,124	2,124	2,124	2,124
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.					
Total, Corporate Management		3,842	3,867	3,867	3,867

Priorities (2009-10)

- Develop and implement department-wide Education and Outreach Plan.
Status: *Plan was developed in consultation with divisional staff. Key priorities and projects identified for 2009-10 have been delivered or are well underway.*
- Integrate *Inuit Societal Values* into public education and engagement initiatives by working with internal *Inuit Societal Values* advisory committee.
Status: *This was done for a number of initiatives including the land camp curriculum project, and for developing the agenda and content for the 2009 Wildlife Symposium. Upon establishment of the new Elders Advisory Committee, advice on incorporating Inuit Societal Values was sought from them for projects including: hunter education, land-stewardship/anti-littering and planning for moving forward from the 2009 Wildlife Symposium.*

- 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.

Status: *Through partnerships with the Department of Education, Department of Culture, Language, Elders and Youth, the Nunavut Research Institute, the Qikiqtani Inuit Association, and local schools, two pilot land-based camps were run in Kugluktuk and in Kimmirut. Specialized integrative science curriculum was developed and implemented for these camps and DOE staff were involved in camp delivery. A land-based camps manual is currently being written for use by schools and Nunavut-wide organizations.*

- 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.

Status: *Underway. Terms of reference have been drafted.*

- Deliver media relations training for employees so they can better represent the Department and the Government both within and outside the territory.

Status: *Senior Managers and Conservation Officers, the groups within the department most likely to deal with media, received Media Relations Training in spring 2009.*

- Evaluate Conservation Officer Trainee Program to ensure that program is strategically focused in meeting its objectives.

Status: *Program evaluation has been completed and a list of 27 recommendations were provided to the Department in October 2009. It is anticipated that necessary improvements will be completed before fiscal year end.*

- Develop records retention schedules for all operational records held by the department.

Status: *In progress. Records retention schedules for departmental operational records have been completed for one division, and the developments of other disposal authorities are underway.*

- Continue to enhance DOE staff skill sets through training and development.

Status: *In progress. The department continues to proactively enhance staff development through education leave, distance learning, professional development, and taking advantage of GN Learning and Development opportunities, in addition to Conservation Officer, Environmental Protection Officer, Research and Parks specialized training. In 2010-11, the DOE will provide training focused on Access to Information and Protection of Privacy and conflict resolution.*

Priorities (2010-11)

- Develop and implement a new departmental-wide Communication Strategy, to include a specific environmental education plan.
- Establish a departmental communications group to meet regularly and improve internal/external DOE communications.
- Develop a comprehensive approach to national and international messaging on environmental issues.
- Provide *Access to Information and Protection of Privacy (ATIPP)* training to all DOE staff.
- Enhance performance management to meet needs of employees and the department.
- Continue development of records retention schedules for all operational records held by the department.
- Provide training in conflict resolution for DOE staff.

Priorities (2011-12)

- Conduct a review of all DOE programs to ensure that they are service oriented in terms of ease of access and utility for clients.
- Engage the DOE Elders Advisory Committee in public education and communication initiatives in order to gain advice on integrating Inuit Societal Values in all communication and education projects.
- Establish and build on existing partnerships with Government and Inuit Organizations to support environmental education programs throughout the territory.
- Continue to make staff training a priority.

Priorities (2012-13)

- Provide Information Management training to all DOE staff.
- Develop an orientation and awareness program on Inuit Societal Values for DOE staff.

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 Qaujimajatuqangit*, to co-management partners in order to make responsible wildlife management and land use decisions.
- Develop wildlife management plans with co-management partners in order to protect wildlife populations.
- Meet national and international obligations.
- Provide support and resources to co-management partners and harvesters.
- Ensure legislative and regulatory compliance through education and enforcement.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Wildlife Operations		5,932	6,048	6,048	6,048
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.					
Wildlife Research		3,873	3,873	3,873	3,873
Wildlife Research includes scientific research, wildlife monitoring and the collection, analysis, and archiving of <i>Inuit Qaujimajangit</i> . Development of management plans, regulations, and conservation recommendations for consideration by the Nunavut Wildlife Management Board (NWMB) are achieved through extensive community and stakeholder consultations. Wildlife Research works with HTOs, Regional Wildlife Organizations, the NWMB, parks co-management committees, as well as national and international management bodies. This section also reviews land use applications, monitors land use impacts, and develops recommendations with respect to wildlife and wildlife habitat.					

Community Harvesters Assistance Program (CHAP)	251	251	251	251
CHAP provides assistance to harvesters and recognized organizations which direct their efforts to enhancing the wise use of the harvestable resources of Nunavut. It supports the principles of renewable resource development.				
Hunters and Trappers Organizations	317	317	317	317
This program area involves provision of core operating funding to each of Nunavut's 25 community-based HTOs to allow them to play an active role, with the GN, in the local management of renewable resources.				
Regional Wildlife Management Boards	223	223	223	223
This program area involves provision of core operating funding to each of Nunavut's three Regional Wildlife Organizations.				
Wildlife Community Support and Contributions	155	155	155	155
Wildlife Community Support and Contributions support individuals and organizations involved in the harvesting and management of wildlife in Nunavut. This program covers various contributions to individuals and organizations, including Beverly Qamanirjuaq Caribou Management Board, Canadian Cooperative Wildlife Health Centre, community hunts, and disaster compensation.				
Total, Wildlife Management	10,751	10,867	10,867	10,867

Priorities (2009-10)

- Complete polar bear co-management agreement with Greenland for shared polar bear populations.
Status: *The MOU with Greenland was signed in October 2009. Implementation of the MOU is underway.*
- Establish polar bear deterrent programs in priority/high risk communities.
Status: *Ongoing, the Arviat plan has been approved and is in the implementation phase; Resolute Bay and Qikiqtarjuaq draft plans are complete. Implementation in other communities will continue.*
- Complete and implement caribou management strategy.
Status: *Underway. Draft is being reviewed to be taken for consultation with communities, which is anticipated to take place in winter 2009/10. Implementation is expected to begin in 2010.*
- Provide final report and management recommendations for Peary caribou as required under the federal *Species at Risk Act*.

Status: *Underway. Survey results are being re-analyzed by external experts on distance sampling to ensure accuracy before the results are communicated to the NWMB and High Arctic communities. Report is expected to be finalized before the end of March 2010. Consultations with High Arctic Communities are planned to begin as soon as report is finalized.*

- Develop informational website to better inform Nunavummiut and others on Nunavut wildlife and wildlife management.

Status: *Underway. The new website design is complete and we are currently in the process of uploading all relevant wildlife research reports and publications to the site.*

Priorities (2010-11)

- Continue with implementation of Community Bear Plans for remaining Nunavut Communities.
- Initiate implementation of the Caribou Management Strategy.
- Finalize the development of aerial surveys as an alternative less invasive method to estimate polar bear populations and determine its success and possible application to other populations in Nunavut.
- Provide the Nunavut Wildlife Management Board with a population estimate for the Foxe Basin polar bear population for consideration in possibly adjusting the Total Allowable Harvest.
- Finalize Peary Caribou Management Plan and seek to collaboratively develop a Recovery Strategy if Peary caribou is listed as Endangered under the federal Species at Risk Act.
- Implementation of the MOU with Greenland and develop actions to address harvest concerns in the shared populations.
- Finalize Wildlife Regulations.
- Strengthen and improve cooperation between Conservation Officers and Hunters and Trapper Organizations.

Priorities (2011-12)

- Implement electronic licensing system in conservation officer offices.
- Finalize Community Bear Plans for remaining Nunavut Communities.
- Implementation of Co-Management Partnership Advisory Committee.
- Develop and implement a harvest monitoring program for selected species (ungulates, bears, wolverine, wolf,).

Priorities (2012-13)

- Work with NTI, the Nunavut Wildlife Management Board, and the regional wildlife organizations on the development of coordinated hunter education

programs, in order to preserve, maintain and promote traditional knowledge regarding wildlife and proper hunting practices.

- Establish an animal care committee that considers scientific information and Inuit knowledge and values.

Environmental Protection

The Environmental Protection Division (EPD) is responsible for enforcing Nunavut’s environmental acts and regulations, primarily the *Environmental Protection Act* (EPA) and the *Spill Contingency Planning and Reporting Regulations* and under the NLCA, is responsible for carrying out Territorial Government obligations in relation to the Nunavut Planning Commission. EPD also encourages implementation of over a dozen environmental guidelines which are intended to assist government, industry and the public to come into and/or remain, in compliance with the EPA.

Some of key functions of the Environmental Protection Division include the following:

- Ensures the protection of the environment through compliance with the *Environmental Protection Act*, its regulations and guidelines.
- Monitors and investigates spills incidences involving hazardous materials (~150 incidents per year).
- Delivers environmental protection programs to the public, government and industry in a clear, consistent, efficient and professional manner.
- Undertakes preventative programs directed toward protecting the environment and mitigating any negative impacts resulting from human activity (industrial or domestic).
- Works with industry, government and the public to make certain that development projects will be undertaken in a manner that will minimize negative impacts on the environment.
- Provides expert advice and assistance to the development of legislative initiatives in order to promote environmental protection.
- Provide spill response training both in-house and to industry.
- Develop programs and initiatives related to climate change impacts to Nunavut.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Environmental Operations		624	624	624	624

The Environmental Protection Division is sub-divided into three sections: Pollution Control, Environmental Assessment and Land Use Planning, and Climate Change.

Environmental Operations is responsible for providing overall guidance and direction to the Division; ensuring that divisional priorities are consistent with overall GN priorities; and maintaining the Department’s environmental protection programs.

Pollution Control 573 **573** 573 573

The primary function of this section is enforcement of the EPA and its regulations. This entails environmental monitoring, inspections, investigations, spill response and, in extreme cases, enforcement action. In 2008, the section responded to over 150 spill incidences. Pollution Control is also responsible for developing and promoting pollution prevention activities, including environmental guideline development as well as providing direction to government, industry and the general public on hazardous materials management, spills/emergency response and legislative compliance.

Environmental Assessment and Land Use Planning 283 **283** 283 283

This section coordinates the Department of Environment’s participation in the screening, environmental impact assessment, and on-going monitoring of resource development projects on Crown, Commissioner’s, and Inuit-Owned lands; and, is the first point of contact for Nunavut’s land and resource management boards to access the GN’s expertise in wildlife, wildlife habitat, environmental contamination, environmental emergency response, air quality, parks and fisheries. The unit reviews approximately 600 projects in any given year. This unit also has the land claim implementation responsibility for carrying out Territorial Government obligations in relation to the Nunavut Planning Commission. These functions are coordinated by the Division through the interdepartmental Sustainable Development Advisory Group and include the development of a Nunavut-wide land use plan (NLCA Article 11) and a Nunavut General Monitoring Program (NLCA Article 12.7.6).

Climate Change 140 **140** 140 140

The Climate Change section has been engaged in community-based adaptation strategies which on focus how climate change will affect community infrastructure and traditional activities such as hunting and fishing, and how people can adjust to these changes. This entails extensive public meetings and working closely with the Federal Government, NGOs and other GN departments and agencies. This section also participates in scientific research; and coordinates government responses to climate change issues.

Total, Environmental Protection **1,620** **1,620** **1,620** **1,620**

Priorities (2009-10):

- Begin implementation of the Climate Change Adaptation Plan. Complete the development of the Climate Change Website.

Status: *Underway. It is expected that the final plan will be completed before the end of fiscal year 2009- 2010.*

- 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.

Status: *Completed. Costs and challenges to establishing a broader Nunavut wide program are now being assessed.*

- Work with GN departments, INAC, NTI and Nunavut Planning Commission to re-establish land use planning in the territory.

Status: *Ongoing. DOE continues to work with our partners to move this objective forward.*

- In conjunction with INAC, NTI and Nunavut Planning Commission, work towards development and implementation of the Nunavut General Monitoring Plan.

Status: *Ongoing. DOE, in conjunction with CGS has developed and proposed a pilot project to the four parties.*

- Increase public awareness, education and involvement in pertinent environmental protection issues including recycling, waste management and pollution control.

Status: *Ongoing. Efforts for 2009-10 were concentrated on the most chronic environmental problem in Nunavut: spills from heating oil tanks. A courtesy inspection program was undertaken at Iqaluit this past summer during which over 850 home heating oil tanks were inspected; the results of which were conveyed to the homeowners. In conjunction with our Illustrated Homeowner's Guide for Heating Oil Tank Inspections, posters and newspaper ads, public awareness has been heightened to the point where people frequently contact DOE with questions.*

- Develop new environmental guidelines directed at industry.

Status: *Completed/Ongoing. A Property Owner's Guide to Contaminated Site Remediation has been developed. Additional guidelines are planned for the next fiscal year.*

- Develop a hazardous waste management training program for municipal workers.

Status: *Underway. We are working with the City of Iqaluit and the GN Municipal Training Organization (MTO) and expect the program will be completed in 2010-2011.*

- Develop and deliver a Nunavut wide anti-littering campaign.

Status: *Ongoing. Phase 1 (the planning stage) of the project has been completed. It is anticipated that the immediate goal of establish a recognizable branding will be completed by fiscal year end. The DOE Elder's*

Advisory Committee has provided advice and has further identified litter-control as an issue of great importance.

Priorities (2010-11)

- Begin implementing DOE Priority Action Items identified in the Nunavut Climate Change Adaptation Action Plan.
- Develop and release environmental guidelines for: Disposal of Mercury-Containing Lamps; and Incineration Guideline for Seasonal/Small Camps.
- Complete development of a hazardous waste management training program for municipal workers.
- Implement second phase of anti-littering program including advertising, public education campaign, and development of a TV short.

Priorities (2011-12)

- Support the Nunavut Planning Commission in the development of a Nunavut Wide Land Use Plan
- Develop a Spill Level II Course (Environmental Investigations for Enforcement Officers) for Nunavut.
- Development of the Web-Based Climate Change Centre.

Priorities (2012-13)

- Development of Used Oil and Waste Fuel Management Regulations.
- Compile a Nunavut State of the Environment Report.

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. It works in close collaboration with industry and other stakeholders to lobby for greater federal support, improved quota access and infrastructure development in support of Nunavut's emerging fishing industry.

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)	2009-10	2010-11	2011-12	2012-13
Division Operations		1,366	1,366	1,366	1,366
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.					
Commercial Fisheries Freight Subsidy		190	190	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.					
Fisheries Diversification Program		525	525	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.					
Fur Pricing Program		70	70	70	70
The Fur Pricing program ensures harvesters are provided fair compensation by providing a set minimum price for furs and additional payments to reflect the final price at market. The program also encourages the full use of skins from the traditional harvest that are surplus to household use.					
Nunavut Fisheries Training Consortium Program		150	150	150	150
The Nunavut Fisheries Training Consortium is a major long-term training initiative that assists the Inuit of Nunavut to obtain maximum employment and economic benefits from the development of a Nunavut based fishing industry.					
Fur Institute		10	10	10	10
This program is a contribution made to the Fur Institute of Canada to support the fur industry.					
Total, Fisheries and Sealing		2,311	2,311	2,311	2,311

Priorities (2009-10)

- Continue inshore fisheries development including a summer turbot test fishery in Cumberland Sound

Status: *In progress. Supported inshore fishery development projects in Cumberland Sound and three High Arctic communities. Completed the first year of a two-year summer turbot test fishery in Cumberland Sound, to improve utilization of the 500 tonne Cumberland Sound quota.*

- Redevelop Nunavut's seafood marketing materials including image design, display booth and information materials to compliment the Nunavut arctic char logo.

Status: *Underway. A Nunavut Fisheries Branding and Marketing Initiative has been developed to bring the Nunavut fishing industry together to brand and market, in order to distinguish Nunavut as a premium brand in the marketplace. Implementation is expected in 2010/2011*

- Expand coastal resource inventory project to more communities across Nunavut.

Status: *In progress. Completing coastal resource inventory (CRI) project reports for four communities across the territory and preparing to undertake CRI projects in two new communities.*

- Conduct sealskin marketing and public education projects as part of the Nunavut Sealing Strategy implementation.

Status: *Underway. Advertising of dressed sealskin program has helped triple sales of dressed skins in the territory. Working with our partners to develop a Seal and Long Fur Marketing Program to increase domestic and international marketing efforts.*

- Develop regional work plans for fisheries and sealing initiatives.

Status: *In progress. Completing the staffing process for Fishery Sector Specialist positions in each region and a Fur Sector Specialist for the territory, who will lead regional fishery and seal development initiatives. Regional priorities and opportunities are included in the ongoing research and marketing initiatives*

Priorities (2010-11)

- Implement offshore and inshore fisheries science and research priorities outlined under the Nunavut Fisheries Science and Research Agenda.
- Continue the development of Coastal Resource Inventory projects in communities throughout the territory.
- Support the domestic and international marketing of Nunavut's seal and long fur through the implementation of the Nunavut Seal and Long Fur Branding and Marketing Initiative.
- Build on the success of the "Truly Wild" char logo through implementation of the Nunavut Fisheries Branding and Marketing Initiative.

- Conduct a recreational fisheries survey for Nunavut with federal Department of Fisheries and Oceans, and Indian and Northern Affairs Canada support.

Priorities (2011-12)

- Review the Fur Price Program and seal marketing programs and initiatives.
- Initiate research project on water bodies to increase char supply for processing in Nunavut.
- Continue science research and complete test fisheries in all three regions.

Priorities (2012-13)

- Initiate inshore fisheries projects in all three regions.
- Review sports and recreational fishing in Nunavut.
- Conduct assessment of the need for fish processing and handling regulations for Nunavut.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Program Development		316	316	316	316
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.					
Operations and Planning		1,016	1,016	1,016	1,016
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.					
Geospatial Information and Land Tenure		142	142	142	142
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.					
Total, Parks and Special Places		1,474	1,474	1,474	1,474

Priorities (2009-10)

- Finalize planning processes for proposed Territorial Park in Clyde River.
Status: *Completed. Feasibility study, Cultural Landscape Resource Inventory completed for Aguttinni (proposed Clyde River Territorial Park). Communications package and presentation material prepared for presentation to QIA and other partners.*
- Initiate a Cultural Landscape Resource Inventory for the proposed Territorial Park in Kugaaruk to finalize park boundaries, and advance Territorial Park planning.
Status: *In progress. Cultural Landscape Resource Inventory Framework for Territorial Parks is expected to be finalized winter 2009-10.*
- 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.

Status: *Underway. Coppermine River Management Plan received by Canadian Heritage Rivers Board, for approval by Federal Minister, Environment (upon completion of Heritage River IIBA negotiations between Governments of Canada and Nunavut; Qikiqtani, Kivalliq, and Kitikmeot Inuit Associations and Nunavut Tunngavik Inc.)*

- 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.
Status: *Underway. Interpretive signage program completed. Existing on-site interpretive signage to be upgraded and new signage for Scottish Whaling Station completed. Signage to be fabricated in 2009/10 for installation summer 2010.*
 2. Relocate and restore *Inuujaarvik* Territorial Park in Baker Lake.
Status: *Ongoing. Campground maintained in existing location. Relocation options provided to Hamlet of Baker Lake Council for review and recommendations.*
 3. Undertake site and access improvements in *Iqalugaarjuup Nunanga* Territorial Park.
Status: *Complete. New change facility and outhouse constructed and located in park. Roadwork and access improvements completed.*
 4. Upgrade park facilities at *Ovayok* Territorial Park through a pilot project with local school trades program.
Status: *Complete. Outhouse, tent platforms and other facilities completed through High School trades program. Interpretive signage program, including design, fabrication and installation completed and located on site.*

Priorities (2010-2011)

- Commence community consultations and feasibility studies for a possible Territorial Park in Sanikiluaq.
- Complete negotiations for an Umbrella Inuit Impact and Benefits Agreement (IIBA) for Canadian Heritage Rivers in Nunavut.
- Complete Draft Park Program; and Master Plan and Management Plan Frameworks in keeping with the Umbrella Territorial Park IIBA.
- Complete a discussion paper on protected areas in Nunavut.

Priorities (2011-2012)

- Commence community consultations and feasibility studies for a possible Territorial Park in Arviat.
- Commence community consultations towards the nomination of the Back River as a possible candidate to Nunavut's Canadian Heritage Rivers System.

- Complete consultations and development of an Interpretive Plan for Kugluk/Bloody Falls Territorial Park in Kugluktuk.

Priorities (2012-13)

- Commence consultation, research and plans for site and possible facility development along the Thelon and Kazan rivers in keeping with their Canadian Heritage Management Plans.
- Commence discussions with the community of Kimmirut on the development and interpretation of the HBC Boat Works facility and program.
- Complete feasibility studies for a possible Territorial Park on Axel Heiberg Island.

Appendix I: Financial Summary

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
CORPORATE MANAGEMENT								
Compensation and Benefits	2,920	25.0	2,945	25.0	2,945	25.0	2,945	25.0
Grants and Contributions	9		–		–		–	
Other O&M	913		922		922		922	
Subtotal	3,842		3,867		3,867		3,867	
PROGRAM MANAGEMENT								
Compensation and Benefits	10,178	96.5	10,427	97.5	10,427	97.5	10,427	97.5
Grants and Contributions	1,891		1,891		1,891		1,891	
Other O&M	4,087		3,954		3,954		3,954	
Subtotal	16,156		16,272		16,272		16,272	
TOTAL	19,998	121.5	20,139	122.5	20,139	122.5	20,139	122.5

Appendix II: Glossary of Acronyms Used

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

**Department of
Community
and Government
Services**

**Business
Plan**

2010-2013

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CORE BUSINESS

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

	Budget (\$000)			
	2009-10	2010-11	2011-12	2012-2013
Advisory and Administrative Services	8,808	9,123	9,123	9,123
Community Support Services	61,414	58,331	58,331	58,331
Government Services	67,985	67,210	67,210	67,210
Protection Services	5,510	5,606	5,606	5,606
Capital Planning and Technical Services	27,006	32,370	32,370	32,370
Petroleum Products	-	-	-	-
TOTAL	170,723	172,640	172,640	172,640

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)	2009-10	2010-11	2011-12	2012-13
Directorate		1,557	1,607	1,607	1,607
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.					
Policy and Procedures		648	672	672	672
Provides policy and legislative support for the senior managers and Minister.					
Corporate Services		3,804	3,950	3,950	3,950

Provides financial management, accounting and administrative services for the department.

Regional Offices	2,047	2,115	2,115	2,115
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Coordinates program and service delivery to communities through regional offices.

Support Services	752	779	779	779
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Provides Human Resources services as well as providing internal procedural administrative services for the department.

Total, Advisory and Administrative Services	8,808	9,123	9,123	9,123
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Priorities (2009-10)

- Set up a formal consultation plan with the stakeholders to propose delegation of lotteries to all municipalities under the Lottery Regulations
Status: A consultation plan has been developed and a schedule for stakeholder consultations has been developed.
- 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.
Status: The draft Bill will be introduced in the Legislative Assembly during the fall sitting 2009.

Priorities (2010-11)

- Carry out the consultation process with the stakeholders to propose delegation of lotteries to all municipalities under the Lottery Regulations.
- Draft a Legislative Proposal to amend the Fire Prevention Act.
- Develop a CGS Support Services Strategy for internships and training with the assistance of stakeholders.

Priorities (2011-12)

- Draft a legislative proposal to amend the Lotteries Act and update association Regulations.
- Draft a legislative proposal to amend the Fire Prevention Act.
- Draft a legislative proposal to amend the Consumer Protection Act.
- Implement the Support Service Strategy for internship and training.

Priorities (2012-13)

- Propose amendments to the Lotteries Act and Regulations.
- Propose amendments to the Fire Prevention Act.
- Draft a legislative proposal to amend the Consumer Protection Act.

Community Support Services

Community support services develop community capacity through partnerships and training programs for elected officials and municipal staff. It assists communities with program and service delivery by providing monitoring and evaluation services. Financial support is provided for specialized community support programs.

Consumer Affairs advises citizens and businesses of their rights and obligations and is responsible for related legislation and policies. Consumer Protection seeks to create a positive atmosphere that fosters economic growth while protecting the public interest.

Community Planning and Lands is responsible for administering Commissioner’s Land in accord with the Commissioner’s Land Act and the Nunavut Land Claims Agreement, providing and monitoring community planning activities and providing property assessment services for all lands within Nunavut. Community Planning and Lands also supports communities in developing community sustainability plans.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Community Development		3,470	3,589	3,589	3,589
Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.					
Municipal Training Grant		170	170	170	170
Facilitates the development and deliverance of municipal training initiatives in Nunavut.					
Community Development Fund		1,120	1,120	1,120	1,120
Supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.					
Community Planning and Lands		3,153	3,234	3,234	3,234
Provides community planning, mapping, property assessments and land administration services. Support communities in developing Community Sustainability Plans.					

Technical Professional Studies Program	80	80	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.				
Senior Citizen & Disabled Persons Tax Relief	60	60	60	60
Provides tax relief for senior citizens and disabled persons residing within municipal tax authorities.				
Nunavut Association of Municipalities	135	135	135	135
Financially assists the association representing Nunavut municipalities.				
Nunavut Leader's Forum Funding	100	100	100	100
Facilitates community leadership meetings in Nunavut.				
Community Asset Protection Program	850	850	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.				
Consumer Affairs	297	307	307	307
Provides consumer protection services and lottery and business licensing.				
Municipal Funding Policy	37,114	35,063	35,063	35,063
Allocates core funding that assists community governments to deliver municipal programs and services.				
Water and Sewage Funding Program	7,493	6,598	6,598	6,598
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.				
Grant in Lieu of Taxes	2,533	2,549	2,549	2,549
Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.				
Community Transfer Initiative	3,339	2,976	2,976	2,976
Funds the transfer of responsibilities, functions and resources from various GN departments to municipalities.				

Mobile Equipment Block Funding	1,500	1,500	1,500	1,500
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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.

Total, Community Support Services	61,414	58,331	58,331	58,331
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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.
Status: Most municipalities are already conducting meetings in Inuktitut with English translation. Municipal bylaws and correspondence are also translated. Road building signage will need to be updated in many communities.

- 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.
Status: A draft policy will be developed to support the new program. In order to proceed with payments this year, a payment directive will be issued and contribution agreements will be established with each community to release funding to March 31, 2010.

- 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.
Status: All municipalities have adopted Tangible Capital Asset (TCA) policies and bylaws that set amortization and life cycle accounting time frames. FAS 100 software compatible with ACC PAC accounting software has been installed in all 24 Hamlets. Training is being completed on the use of the new software. Audit guidelines for municipalities will be finalized in November 2009.

Priorities (2010-11)

- Work with communities to update road and building signage to meet Inuit Language needs.

- Work closely and collaborate with Northern Employees Benefit Services and members of the GNWT on the draft legislative proposal to introduce pension plan legislation to regulate the NEBS pension plan for municipal employees in Nunavut and NWT.

Priorities (2011-12)

- Work towards an updated pension plan legislation to regulate the NEBS pension plan for municipal employees in Nunavut and NWT.
- Continue to liaise with communities on community planning and zoning initiatives.
- Continue to work with communities and MTO to advance training in the communities.
- Review Municipal Funding and Grants to ensure appropriate resources are allocated to communities.

Priorities (2012-13)

- Develop options and present recommendations for improved municipal funding.
- Work with communities to develop a strategic plan for addressing maintenance of community assets.

Government Services

Centralized government services are provided to departments and agencies. The range of services includes property management, utilities management, contracts, procurement and records management. Informatics Planning and Services support accurate and secure data collection, storage, processing and retrieval using computers, networks and telecommunications services for all Government of Nunavut departments and agencies.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Telephone Systems (Voice and Video)		4,542	4,542	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.					
Information Planning and Services		15,352	15,677	15,677	15,677
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.					
Computer Award Program					
- Grant in Kind		25	25	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.					

Informatics Cooperative- Training Program	240	240	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.				
Property Services	12,698	12,701	12,701	12,701
Manages GN Office space, administers leases and is responsible for disposal of real property assets.				
Utilities Management	32,213	31,045	31,045	31,045
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.				
Procurement, Contract Support, and Logistics Services	2,516	2,567	2,567	2,567
Provides centralized purchasing services for all government departments' goods, services construction 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.				
Records Management	399	413	413	413
Develops and implements policies, standards, procedures and guidelines on records management issues. Oversees, maintains and implements Administrative Records Classification System (ARCS) and Operational Records Classification systems (ORCS). Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay.				
Total, Government Services	67,985	67,210	67,210	67,210

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.
Status: Draft report has been developed. Once finalized, the department will present options contained in the report and seek direction concerning the subsequent sealift resupply contract.
- Develop an administrative policy on procurement authorities and activities which establishes roles and responsibilities.
Status: An initial draft policy has now been developed.

- Complete revisions to the Contract Procedures Manual.
Status: The Contract Procedures Manual has been completed and is currently with Department of Justice for legal review.
- Develop a detailed reference guide for general distribution to assist line department employees with basic administration of consulting and service contracts.
Status: Completed. The reference guide has been distributed to departments.
- 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.
Status: \$15M funding approved by Government of Canada; RFP completed for new inter-community satellite network and the vendor has been selected; proof of concept for the new design completed; contract will be established in the fall, first equipment purchases scheduled to begin in the fourth quarter of 2009/10.
- 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.
Status: Site surveys and requirement gathering completed with GN departments; acceptable application and data restoration times have been determined with required hardware and software resources; Disaster Recovery functions will move from current old federal building to the Iqaluit hospital.
- Continue the office space needs assessments and office planning in 2009-10 for GN.
Status: Office planning studies have been completed in Iqaluit and work will continue in other communities.
- Initiate deferred maintenance in regard to identifying, qualifying and quantifying the deferred maintenance associated with GN buildings.
Status: A working group of the facilities managers and project officers from each region has been established, to compile a list of GN buildings by community and region and to draft an RFP for consulting services to begin condition assessments.
- 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.
Status: The working group (see above) will review current level of data accuracy in RECAPP and establish an administrator for data management.
- Complete updated office space standards suitable for consideration by Government.
Status: Standards are completed and will be presented to departments for review and acceptance.

Priorities (2010-11)

- Update office space assessments for the Nunavut wide office study.
- Populate RECAPP (Real Estate Capital Asset Priority Planning) to track current and life cycle building conditions and capital investment costs required to address deferred maintenance of GN facilities. Building condition information will be used to populate RECAPP.
- Continue the upgrade to the Wide Area Network (WAN), Local Area Network (LAN) and Municipal Area Network (MAN), including satellite connections among all decentralized communities and some non-decentralized communities, including fiber-optic cabling between GN buildings in those communities.
- Develop a 10-year strategic plan for government Information and Communications Technologies (ICT), with input from all GN departments and programs.
- Work with the Department of EIA as project lead in coordinating a GN-wide inter-departmental effort, to provide consistent appearance and improved information accuracy across all GN web sites. Provide more convenient internal and external telephone and email listings.
- Review the possibility for a GN Call Centre with EIA.
- Develop a strategy and work plan for migrating GN records management to a functional classification system to facilitate information retrieval, re-use and reduce inter-departmental duplication.
- Review potential for enhanced communications technology to improve functionality and support to GN departments.

Priorities (2011-12)

- Implement office space standards for Nunavut wide office study.
- Continue the upgrade to the Wide Area Network (WAN), Local Area Network (LAN) and Municipal Area Network (MAN). Upgraded satellite connections among all remaining communities, including non-decentralized communities and including fiber-optic cabling between GN buildings in those communities, will be completed this year.
- Develop an implementation plan for the Information and Communications Technologies Strategy.
- Continue work on improvements to the GN web sites.
- Begin implementing the GN records management functional classification system.
- Purchase enhanced communications technology to improve functionality and support to GN departments.

Priorities (2012-13)

- Continue the upgrade to the to the Wide Area Network (WAN), Local Area Network (LAN) and Municipal Area Network (MAN) by deploying enhanced communications applications over the completed network upgrade, including internal GN business video conferencing, in-house remote training, and GN-wide in house mentoring from remote Centers of Expertise.
- Begin Implementation of the Information and Communications Technologies Strategy.
- Continue work on enhancements the GN web sites.
- Continue implementing the GN records management functional classification system.
- Train staff on enhanced communications technology to improve functionality and support to GN departments.

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)	2009-10	2010-11	2011-12	2012-13
Emergency Management Organization		852	876	876	876
Responsible for emergency preparedness plans and provides assistance to Government Departments and Nunavut communities in creating their own plans.					
Search and Rescue		500	500	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.					

Emergency Search and Rescue	50	50	50	50
To assist communities and qualified organizations through providing emergency search and rescue contribution funding.				
Fire Marshal's Office	1,074	1,113	1,113	1,113
Provides inspections and enforcement of the applicable fire prevention requirements found in various acts and regulations.				
Fire Protection Strategy	2,000	2,000	2,000	2,000
Provides for implementation of the Nunavut Fire Protection Strategy.				
Inspection Services	1,034	1,067	1,067	1,067
Provides the private and public sectors with electrical, elevator, and boiler inspection services, including plan reviews, on-site inspections, electrical and boiler code consultations and the enforcement of the relevant regulations and acts.				
Total, Protection Services	5,510	5,606	5,606	5,606

Priorities (2009-10)

- Review and modify as needed, standardized operating guidelines for community fire departments.
Status: Standard operational guidelines have been completed; legal review to be completed followed by consultation with communities.
- Conduct public consultations for the electrical, elevators and gas regulations.
Status: Draft regulations have been developed, currently with Department of Justice for legal review. Once completed; public consultation will commence.
- Office of the Fire Marshal to complete a review of the Fire Prevention Strategy and make recommendations for the future direction of the strategy.
Status: The review has been completed. Recommendations will be developed for the future direction of the Strategy.
- Update all regulations and provide public communications on the Technical Standards and Safety Act and associated regulations.
Status: Draft regulations have been developed, currently with Department of Justice for legal review.
- Nunavut Emergency Management to deliver 5 table top exercises to communities, in addition will conduct Hazardous Risk Assessments and update emergency plans.
Status: Table top exercises completed, Hazardous Risk Assessments were conducted and emergency plans have been updated.

Priorities (2010-11)

- Conduct a needs assessment for integrated web-based building inspection database to include fire, electrical, boiler and gas.
- Update and implement Fire Prevention Strategy.
- Develop Territorial Emergency Plans and assist communities in the development and update of their plans.
- Establish a territory wide Search and Rescue Database.
- Deliver basic, intermediate and advanced training in search and rescue.
- Update and fully implement the Technical Standards and Safety Act.

Priorities (2011-12)

- Develop draft regulations for Emergency Measures Act.
- Purchase and implement a web-based inspection database.
- Develop Territorial Emergency Plans and assist communities in the development and update of their plans.

Priorities (2012-13)

- Implement the Territorial Emergency Plans and assist communities in the implementation of their plans.
- Implement updated regulations under the Emergency Measures Act.

Capital Planning and Technical Services

Capital Planning supports community governments with 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, codes and regulations during the design and construction stages and monitored for compliance thereafter.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Capital Program		2,014	2,073	2,073	2,073
Develops the departmental Five Year Capital Plan and supports the successful operation of the Nunavut Community Infrastructure Advisory Committee.					
Technical and Project Support Services		3,009	3,103	3,103	3,103
Supports the capital planning process through the preparation of business cases to review and analyze project options and associated costs over the life cycle of the asset. Project Support also provides continuing advice to regional project staff through technical expertise in design and working document reviews for the schematic and design phases and the construction phase until completion.					
Regional Project Management		3,271	3,395	3,395	3,395
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.					
Building Maintenance		18,712	23,799	23,799	23,799
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.					
Total, Capital Planning and Technical Services		27,006	32,370	32,370	32,370

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.
Status: 22 people completed the program in 2008/09. Programs will run in Rankin Inlet and Iqaluit in 2009/10 fiscal year.
- Complete feasibility report with Safety Services on the development of a full Building Inspection division.
Status: RFP recently issued to develop the feasibility study; the feasibility report is anticipated prior to fiscal year-end.
- Develop an IT Energy Management Plan in conjunction with CGS Informatics and Planning Services.

***Status:** The Energy section of Technical Services has worked with the IT Division towards the development of IT Energy Management Plan for the GN. In the interim, while the full plan is in development, measures have been put in place to reduce energy consumption immediately. The IT Division has instituted a network policy that reduces the total amount of energy used by a computer. These and other measures will be coordinated and become part of the full plan once completed.*

- Develop a Historical Cost Database for Nunavut Capital Projects.
***Status:** A standardized Capital Project Cost reporting form and a cost estimating guide is in development and anticipated for completion prior to fiscal year end.*
- Develop a Capital Project Management policy which sets out principles, authorities, roles, responsibilities, and expectations.
***Status:** Principles, authorities, roles, responsibilities and expectations will be reviewed and redefined as part of the GN Project Management review and update process.*
- Update or replace the GN Project Management manual.
***Status:** Review is underway to identify improvements to the overall GN Project Delivery Process and the 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.
***Status:** Recommendations have been provided in a consultant report. Implementation of the recommendations will begin in fiscal 2009/10 and continue to future years.*
- 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.
***Status:** Testing of the system is complete. MMOS is currently being upgraded; it is anticipated to be ready by the end of the calendar year. Training has been done for Iqaluit users. Training will continue Nunavut wide in future years.*

Priorities (2010-11)

- Review feasibility report on the establishment of a full Building Inspection Division and develop a strategic plan for implementation.
- Undertake an evaluation of the Iqaluit Energy Services Pilot Project to identify the means, the model and the resources required to roll out the Nunavut Energy Retrofit Program to all regions in Nunavut.
- Investigate the Leadership in Energy and Environmental Design (LEED) Program to determine suitable and possible application to new construction and renovations in Nunavut.

- Commence implementation of the Nunavut Energy Strategy.
- Finalize Capital Project Management policy, which sets out principles, authorities, roles, responsibilities, and expectations.
- Continue to update 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.
- Continue to implement a comprehensive Nunavut Community Infrastructure Advisory Committee (NCIAC) consultation strategy to incorporate the short and long term goals and objectives of the Integrated Community Sustainability Plans, Develop a 20-Year Needs Assessment based on Integrated Community Sustainability Plans created by consultants.
- Develop a granular program to meet the needs of Nunavut communities based on the Pilot project in the Kitikmeot Region.
- Develop and implement a recreational infrastructure program in consultation with the Department Culture Language, Elders, and Youth (CLEY) to meet the needs of communities in Nunavut.

Priorities (2011-12)

- Establish a full Building Inspection Division within the department.
- Continue the phased implementation of the Nunavut Energy Strategy.
- With support from the Regional Offices and the resources identified in 2010-11, implement the Nunavut Energy Retrofit Program using the Energy Services Contract with all regions in Nunavut.
- Deliver training sessions for GN Capital Planners to support improvements to the capital planning process.
- Draft a facilities strategic plan to focus on maintenance management for all GN facilities and community infrastructure

Priorities (2012-13)

- Continue the phased implementation of the Nunavut Energy Strategy.
- Evaluate the progress of Energy Services Contracts rolled out in 2011-12.
- Investigate the feasibility of a GN Project Management web-based system.
- Review facilities strategic plan with departments and draft implementation plan

Petroleum Products Division

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 all 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 (2009-10)

- Implement an advance early procurement and acquisition program for the 2009 bulk fuel re-supply.
Status: Successfully completed an early purchase of 16.5 million litres of gasoline and 36 million litres of Ultra Low Sulphur Diesel for the Eastern Arctic for 2009 resupply season. We will continue to work with our supplier(s) to extend the early purchase program.
- 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.
Status: PPD is in a process of developing an RFP for a functional review of the division. The assessment will assist PPD with the development of a 10-year strategic plan.
- 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.
Status: The strategic plan will be developed with a focus on annual operations that link with the Nunavut Energy Strategy and improved efficiency in business operations.

Priorities (2010-11)

- Based on the results of the functional review, develop the 10-year strategic plan.
- Investigate hardware and software options for real time data gathering to improve fuel inventory management, volume forecasting, data processing and customer service.
- Revise the tank farm specifications to comply with the most recent environmental regulations.

Priorities (2011-12)

- Once the 10-year strategic plan is in place, develop an implementation plan and begin implementation.
- Complete an inventory and condition assessment of all tank farm assets and establish a 20-year replacement plan for all tank farm assets.
- Acquire new technology for all communities for a point-of-sale of petroleum products inventory management.
- Identify critical assets in the Capital Plan that require replacement.

Priorities (2012-13)

- Implement the new technology for all communities for a point-of-sale petroleum products inventory management.
- Identify critical assets in the Capital Plan that require replacement.

Appendix: Financial Summary

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	7,433	65.0	7,748	65.0	7,748	65.0	7,748	65.0
Grants and Contributions	–		–		–		–	
Other O&M	1,375		1,375		1,375		1,375	
Subtotal	8,808		9,123		9,123		9,123	
COMMUNITY SUPPORT AND OPERATIONS								
Compensation and Benefits	5,055	43.0	5,265	43.0	5,265	43.0	5,265	43.0
Grants and Contributions	54,494		51,201		51,201		51,201	
Other O&M	1,865		1,865		1,865		1,865	
Subtotal	61,414		58,331		58,331		58,331	
GOVERNMENT SERVICES								
Compensation and Benefits	7,566	70.0	7,971	70.0	7,971	70.0	7,971	70.0
Grants and Contributions	265		265		265		265	
Other O&M	60,154		58,974		58,974		58,974	
Subtotal	67,985		67,210		67,210		67,210	
PROTECTION SERVICES								
Compensation and Benefits	2,252	20.0	2,348	20.0	2,348	20.0	2,348	20.0
Grants and Contributions	2,345		2,345		2,345		2,345	
Other O&M	913		913		913		913	
Subtotal	5,510		5,606		5,606		5,606	
CAPITAL PLANNING AND TECHNICAL SERVICES								
Compensation and Benefits	11,865	109.0	12,547	112.0	12,547	112.0	12,547	112.0
Grants and Contributions	–		–		–		–	
Other O&M	15,141		19,823		19,823		19,823	
Subtotal	27,006		32,370		32,370		32,370	
PETROLEUM PRODUCTS DIVISION								
Compensation and Benefits	–	30.0	–	30.0	–	30.0	–	30.0
Grants and Contributions	–		–		–		–	
Other O&M	–		–		–		–	
Subtotal	–		–		–		–	
TOTAL	170,723	337.0	172,640	340.0	172,640	340.0	172,640	340.0

**Department of
Economic Development
and Transportation**

**Business
Plan**

2010-2013

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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)			
	2009-10	2010-11	2011-12	2012-13
Corporate Management	11,628	10,118	9,968	9,768
Community Economic Development	5,001	4,896	4,796	4,796
Minerals and Petroleum Resources	2,845	2,782	2,782	2,782
Transportation Policy and Planning	1,011	1,523	1,523	1,523
Motor Vehicles	2,078	2,055	2,055	2,055
Nunavut Airports	12,694	12,827	12,827	12,827
Iqaluit Airports	4,139	4,148	4,148	4,148
Community Operations	14,659	14,935	14,685	14,685
TOTAL	54,055	53,284	52,784	52,584

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)	2009-10	2010-11	2011-12	2012-13
Directorate		3,575	1,667	1,667	1,467
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^{CC}: 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.					
Finance and Administration		2,340	2,396	2,396	2,396
The Finance and Administration division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.					
Policy, Planning and Communications		947	1,058	1,058	1,058
Policy, Planning, and Communications division undertakes policy development, provides planning support and advice, and effective internal and external communications for the department.					
Nunavut Anti-Poverty Secretariat		0	500	0	0
The Nunavut Anti-Poverty Secretariat is responsible for developing and implementing the government's antipoverty strategy.					
Nunavummi Nangminiqagtunik Ikajuuti (NNI) Secretariat		728	659	659	659
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.					
Nunavut Business Credit Corporation		450	450	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.

Nunavut Development Corporation 3,188 **3,188** 3,188 3,188

The Nunavut Development Corporation is a crown corporation that delivers programs and services that provide sustainable economic development and employment opportunities in Nunavut's communities. The corporation works closely with government, communities and community groups to stimulate local economies and develop self-sustaining, locally-controlled enterprises.

Nunavut Strategic Opportunities Fund 400 **200** 550 550

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.

Total, Corporate Management **11,628** **10,118** **9,968** **9,768**

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.
Status: *NNI Secretariat is being trained in law, administrative techniques and Inuktitut. Legal training was provided to members of Contracting Appeals Board.*
- Implement the recommendations of the Business Development Centre assessment.
Status: *A working group, consisting of Business Development Centre and departmental staff has prepared an implementation plan and begun work on specific action items.*
- 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.
Status: *All initiatives are underway, with implementation scheduled for completion March 31, 2010.*
- 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.
Status: *The new Film, Television and Digital Media Development Program policy has been completed. Revised Strategic Investments Program and Policy on Program Partnerships policies and guidelines are in preparation for completion March 31, 2010.*
- 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.
Status: *The department, working with Executive and Intergovernmental Affairs, sponsored a government-wide workshop on citizen engagement. Government-wide guidelines for citizen engagement are in preparation for completion March 31, 2010.*

- 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.

Status: *Socio-economic monitoring committees operate in each region. Guidelines have been prepared.*

Priorities (2010-11)

- Review and improve the department's processes for administration of contribution agreements to ensure recipients receive their payments on time.
- Establish the Anti-Poverty Secretariat to develop a Poverty Reduction Strategy that addresses priorities as outlined in the Tamapta Action Plan.
- Assess and correct gaps and inconsistencies in legislation and policies for the support of social enterprises including the Cooperative Associations Act, the Credit Unions Act, and Community Development Corporations.
- Assess the role of Community Economic Development Officers within a renewed Community Economic Development Policy Framework.

Priorities (2011-12)

- Through the Anti-Poverty Secretariat undertake research and assessments as set out in Tamapta Action Plan, and implement pilot projects to address the effects of poverty on those most at risk.
- Coordinate with relevant departments to examine how capital investment in infrastructure can be targeted to maximize the impact on poverty reduction.

Priorities (2012-13)

- Prepare an evaluation of the Anti-Poverty Strategy, including a comprehensive review of the Government of Nunavut's social safety net and economic development programs.
- Initiate the preparation of a renewed Nunavut Economic Development Strategy, 2013-2023.

Community Economic Development

The goal of the Community Economic Development division is to work with Nunavummiut to develop strong and sustainable economies throughout Nunavut, by providing information and advice to businesses, through funding programs, 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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Division Operations		1,476	996	996	996
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.					
Community Economic Development Officer Training		150	50	150	150
The Community Economic Development Officer Training program ensures municipal community economic development officers can acquire the appropriate skills they need to identify and support economic growth opportunities in their communities. The program provides support for regional training workshops sponsored by the department, and for the delivery of training courses in communities by the Municipal Training Organization.					
Nunavut Arts and Crafts Association		200	300	200	200
The Nunavut Arts and Crafts Association provides support for training, marketing, promotion, product development, materials and tool supply, and serves as the principal support and information source for the arts and crafts sector.					
Nunavut Broadband Development Corporation		200	300	300	300
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 Developers Association		100	200	100	100
The Nunavut Economic Developers Association provides organizational support, information and advice to the community economic development officers in each of Nunavut's municipalities. The Nunavut Economic Developers Association also coordinates training and certification for community economic development officers.					
Nunavut Economic Forum		50	50	50	50
Funding for the Nunavut Economic Forum is cost shared with Nunavut Tunngavik Inc. and Indian and Northern Affairs Canada, to support coordination of the implementation of the <i>Nunavut Economic Development Strategy</i> .					
Nunavut Film, Television, and New Media Program		650	825	825	825
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.					
Small Community Initiatives Program	1,331		-	-	-
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.

Tourism Development Program	2,175	2,175	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.

Total, Community Economic Development	5,001	4,896	4,796	4,796
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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.
Status: *Promotion of Nunavut’s tourism and arts and crafts sectors will take place at Canada’s Northern House in Vancouver from December 2009 to April 2010, and during the 2010 Winter Olympic and Para Olympic Games.*
- Initiate the development of a new tourism strategy for Nunavut.
Status: *A steering committee, involving Nunavut stakeholders, government departments and federal agencies, has completed a tourism industry assessment, conducted a review of current legislation, and developed a preliminary framework for a new tourism strategy.*
- Implement the Growing Forward Bilateral Agreement, which is supporting the territory’s commercial harvesters, hunters and producers.
Status: *The department has entered into a five-year funding agreement with Agriculture Canada to support the territory’s commercial harvesters, hunters, and producers; a detailed implementation plan has been prepared.*
- 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.
Status: *The Nunavut brand for arts and crafts was formally released in June 2009 and a partnership agreement with the Department of Indian and Northern Affairs will be completed March 31, 2010.*
- Identify new markets for seal skins.
Status: *The department has collaborated with the Department of Environment to identify potential international markets in Asia, and to address the European Union ban on seal products.*
- 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.
Status: *An e-commerce industry assessment will be completed March 31, 2010. The assessment will identify the amount of business usage, interest in web based marketing and sale facilities, as well as the challenges and constraints of building capacity within the e-commerce business environment in Nunavut.*
- Complete a scoping study on the traditional harvesting economy that can be the basis for a sector strategy.

Status: *A plant and berry feasibility study has been completed. The study identifies potential harvesting and value-added business opportunities and provides a foundation for the development of a Traditional Harvesting strategy.*

Priorities (2010-11)

- Work with Nunavut stakeholders and government bodies to prepare a strategy for the development of the tourism industry.
- Working with the Department of Culture, Language, Elders and Youth, evaluate the effectiveness of government efforts to build a more cohesive culture and arts sector, including support for the performing arts and greater support for the production, publishing and distribution of publications, film and online content in the Inuit Language.
- Initiate a project to assess economic sector potential for each of Nunavut's communities.
- Prepare a strategy for the use of e-commerce to support sustainable livelihoods and small businesses, particularly in arts and tourism, in the cultural industries and in the traditional economy.

Priorities (2011-12)

- Identify opportunities for business incubation in the territory.
- Undertake pilot projects to demonstrate the application of broadband for the benefit of small businesses operating in tourism, cultural industries and in the traditional economy sector.
- Implement strategy for the development of Nunavut's tourism industry.

Priorities (2012-13)

- Complete the assessment of economic sector potential for Nunavut's communities, and begin work on community-specific strategies to develop the identified economic sectors.
- Initiate a comprehensive review of Sanuagait: a strategy for growth in Nunavut's arts and crafts sector.
- Reconvene the Nunavut Broadband Task Force and publish a report with recommendations for the period 2014-2019.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Division Operations		1,975	1,862	1,862	1,862
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.					
Math and Science Awards		70	70	70	70
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.					
Nunavut Geoscience Program		450	450	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.					
Nunavut Mine Training Program		200	200	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.					
Nunavut Mining Symposium		50	50	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.

Prospectors' Assistance Program	100	150	150	150
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.				
Total, Minerals and Petroleum Resources	2,845	2,782	2,782	2,782

Priorities (2009-10)

- Implementation of Mine Training Fund Policy, and the Mine Training Roundtable.
Status: *The Mine Training Fund provided support for training programs in the Kivalliq and Qikitani regions, related to the Meadowbank and Mary River projects.*
- Initiate the development of a Nunavut Petroleum Exploration and Discovery Overview report.
Status: *The Overview will be produced in time for the Nunavut Petroleum Workshop in November 2010.*
- Development of industry guidelines for community consultation.
Status: *Draft Guidelines are prepared and will be approved for distribution by late spring 2010.*
- Renewal and expansion of the Nunavut Prospector Assistance and Development program
Status: *The Nunavut Prospector Assistance Program Policy was renewed and the program was expanded to support prospectors affected by the economic downturn.*

Priorities (2010-11)

- Work with the Nunavut Chamber of Mines to publish and promote industry guidelines for community consultation.
- Develop an advanced prospectors field school project to be delivered in 2011-12.
- Initiate the carving stone site assessment project.
- Lead the process to begin discussions with Baffinland Mines on the Mary River Project.
- Conduct a Nunavut Petroleum Workshop.

Priorities (2011-12)

- Carry out the advanced prospectors' field school.
- Update the carving stone database and continue the site assessments.
- With our partners in the Canada-Nunavut Geoscience Office advocate for renew of the Geo-mapping for Energy and Minerals (GEMs) initiative.
- Negotiate a Development Partnership Agreement for the Mary River project.

Priorities (2012-13)

- Complete the carving stone site assessment project and update and promote the database.
- Complete negotiations on the Development Partnership Agreement for Mary River.
- Support formal negotiations on a devolution agreement with Canada..
- Conduct initial consultations on the development of a Nunavut Mines Act and a Nunavut Mineral Tenure Act.

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)	2009-10	2010-11	2011-12	2012-13
Transportation Policy and Planning		1,011	1,023	1,023	1,023
This program area develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure.					
Community Access Roads		0	500	500	500
The Community Access Roads program supports communities to develop local transportation facilities and infrastructure to connect communities to each other, natural resource development opportunities, and traditional livelihood activities.					

Total, Transportation Policy and Planning	1,011	1,523	1,523	1,523
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Priorities (2009-10)

- Release the *Nunavut Transportation Strategy* and prepare a plan for the implementation of its recommendations.
Status: *The Strategy was tabled in 2009. Work on the Implementation Plan is ongoing.*
- Continue work on the Bathurst Inlet Port & Road or an alternative to improve re-supply options in the Kitikmeot.
Status: *Meetings were held with the proponent and major mining company with interests in the development. The proponent is expected to make a decision on whether the Environmental Impact Review will continue before the end of the year.*
- Conduct consultations with Transport Canada to review Iqaluit’s long-term marine facility needs.
Status: *The department made a decision to carry out conceptual design work without Transport Canada’s participation. Concepts were received in late November, 2009, and public consultations are planned for January and February 2010.*
- Complete the next phase of studies for the Nunavut-Manitoba Road.
Status: *The Business Case study is complete in final draft form, and is being reviewed by the governments of Nunavut and Manitoba.*
- Continue efforts to have the recommendations of the Nunavut Small Craft Harbours Report implemented.
Status: *The department held several meetings with the Department of Fisheries and Oceans Canada, but it has yet to receive any further commitment beyond the Pangnirtung Harbour development.*

Priorities (2010-11)

- Complete the Implementation Plan for the *Nunavut Transportation Strategy*.
- Complete detailed engineering design on the Iqaluit Marine Facility.
- Initiate engineering design on the Cambridge Bay Airport Improvements.
- Complete partnered studies with Transport Canada on feasibility of two Nunavut Ports, and on overall marine transportation needs of the territory.

Priorities (2011-12)

- Work closely with airport divisions on implementing key objectives of the *Nunavut Transportation Strategy*.
- Work closely with other infrastructure departments to ensure *Building Canada Funding* is used for projects with the maximum benefit to Nunavut.
- Initiate construction of the Iqaluit Marine Facility if funding is made available.
- Complete engineering design on Cambridge Bay Airport Improvements.
- Bring Transport Canada and the Department of Fisheries and Oceans Canada into partnership to design harbour/dock facilities.

Priorities (2012-13)

- Work closely with airport divisions on implementing key objectives of the *Nunavut Transportation Strategy*.
- Initiate construction of Cambridge Bay Airport Improvements if funding is made available.
- Monitor progress of major construction priorities.
- Work with federal departments and other northern governments on northern specific infrastructure programs to replace current programs such as the *Building Canada Fund*.

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)	2009-10	2010-11	2011-12	2012-13
Motor Vehicles		2,078	2,055	2,055	2,055
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.					
Total, Motor Vehicles		2,078	2,055	2,055	2,055

Priorities (2009-10)

- Relocate the Motor Vehicles office in Iqaluit to increase its capacity to deal with rapidly-growing demand for its services.
Status: *Completed.*

- Continue supporting staff and motor vehicle issuing agents on the new Secure Image Management System.
Status: *System operating, support continuous.*
- Develop and implement the Nunavut Motor Vehicle Inspection Program.
Status: *In progress, completion expected by March 31, 2010.*
- Undertake a public engagement program to support the amendment and implementation of the *Motor Vehicles Act*.
Status: *Materials have been completed and public engagement program will be launched by March 31, 2010.*

Priorities (2010-11)

- Conclude public engagement program and introduce new Traffic Safety legislation to replace the Motor Vehicles Act.
- Initiate planning to upgrade or replace the Motor Vehicles Information System.
- Review redistribution of the Motor Vehicles division positions to make it more efficient and effective.
- Begin development of the Nunavut Motor Vehicle Inspection Program.

Priorities (2011-12)

- Continue to update Traffic Safety legislation (Regulations).
- Complete the Motor Vehicles Information System.
- Implement distribution of the Motor Vehicles division positions.
- Complete development of the Nunavut Motor Vehicle Inspection Program.

Priorities (2012-13)

- Complete Traffic Safety legislation (Regulations).
- Complete implementation of the Canadian Drivers Licence Agreement
- Implement the Nunavut Motor Vehicle Inspection Program for commercial carriers.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Nunavut Airports		12,694	12,827	12,827	12,827
This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.					
Total, Nunavut Airports		12,694	12,827	12,827	12,827

Priorities (2009-10)

- Decommission Nanisivik Airport; commission Arctic Bay Airport.
Status: *Arctic Bay Airport nearly complete. NAVCANADA's work to be completed in 2010.*
- Complete Taloyoak Surface and Electrical Projects.
Status: *Project tendered, awarded, and equipment mobilized for construction in 2010.*
- Conduct a runway needs assessment to determine optimum runway length for each community.
Status: *Deferred to 2010 in combination with development of Funding Formulae.*
- Develop standards and criteria to ensure that airport equipment and structures reflect the needs of communities and the system as a whole.
Status: *Started, incomplete; to be combined with development of Funding Formulae.*
- Implement Safety Management Systems.
Status: *The SMS has been developed, and is being implemented in accordance with Transport Canada mandated deadlines.*

Priorities (2010-11)

- Review the Airport Operating Funding Formulae to determine equality, efficiency and effectiveness in the funding process.
- Work with Human Resources to fill vacancies within Nunavut Airports and be fully staffed before the end of the fiscal year.
- Hold an annual airports conference.
- Continue to implement Safety Management Systems.
- Complete certification of the Arctic Bay Airport and the decommissioning of the Nanisivik Airport and the associated redistribution of resources.
- Improve communication with communities by attending all regional mayors and Senior Administrative Officers meetings as well as the Nunavut Association of Municipalities and the Nunavut Association of Municipal Administrators annual general meetings.
- Improve communication lines with Transport Canada and Nav Canada.

- Raise the profile of the infrastructure needs of Airports.
- Implement the Transportation Strategy.

Priorities (2011-2012)

- Develop an Aviation Scholarship Program to enhance aviation career training opportunities in the aviation sector.
- Review the airport maintainers training program and delivery to better suit the aviation industry and identify links to the Mining Sector.
- Review of the Community Aerodrome Radio Station program and commence advance negotiations with NAV Canada on the future Master Contract.
- Raise the profile of Nunavut Airports and its associated programs and services with the public.

Priorities (2012-2013)

- Identify an affiliation with a Flight Training Centre to facilitate training opportunities for Nunavummiut.
- Host a major airport conference including GN staff and regulatory and industry representatives.

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)	2009-10	2010-11	2011-12	2012-13
Iqaluit International Airport		4,139	4,148	4,148	4,148
This program area ensures the safe, reliable, efficient and effective operation of Iqaluit International Airport.					
Total, Iqaluit International Airports		4,139	4,148	4,148	4,148

Priorities (2009-10)

- Implement Safety Management Systems.
Status: *Updated the airport operations manual and completed an on-site SMS program validation audit.*

- Correct apron safety issues at Iqaluit International Airport.
Status: *Developed and implemented the Iqaluit International Airport Apron Management Plan.*
- Begin Phase III of relocating terminal operations at Iqaluit International Airport.
Status: *The new airport master plan will be completed by March 31, 2010, and include the design brief for the new airport terminal building.*

Priorities (2010-11)

- Install runway guard lights and enhanced taxiway hold markers ensuring compliance with new low visibility operations regulations;
- Commence design, site selection and engineering of new air terminal building;
- Submit the revised Safety Management Systems plan to Transport Canada for approval;
- Initiate detailed engineering design on the Iqaluit International Airport and its Airport Terminal Building

Priorities (2011-12)

- Develop terms of reference for the conduct of an airport governance study;
- Complete a cold weather test marketing strategy.
- Review the Airport Operating service contracts to determine, efficiency and effectiveness and cost.
- Commence construction of new Air Terminal if funding approved.
- Initiate construction of the Iqaluit Airport Terminal Building if funding is made available.

Priorities (2012-13)

- Develop a strategy to recover revenue from international carriers nominating Iqaluit Airport as an enroute alternate in cooperation with the International Air Transport Association and International Civil Aviation Organization.
- Continue construction of new Air Terminal if funding approved.

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 economic development needs of each region and their communities are addressed 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 economic development education, training and the provision of funding to businesses and other organizations.
- To assist and ensure that communities affected by major development can address and monitor impacts as well as benefit from the arising economic opportunities.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Community Operations		3,723	3,849	3,849	3,849
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.					
Business Development Centres		800	1,050	800	800
Business Development Centres in each region support the development and growth of small and medium businesses through the provision of loans and business services. The core activities of these organizations include both technical and financial support to small business start-ups, promotion of sustained local economies, as well as proactive efforts to identify local opportunities for community development.					
Community Capacity Building		4,604	4,604	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.					
Regional Chambers of Commerce		195	195	195	195
Support is provided for regional organizations that foster business development in Nunavut through promotion, education, training, and advocacy.					
Small Business Support		823	823	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.					
Visitor Centres Program		89	89	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.					
Arts & Crafts Development program		425	425	425	425
The Arts & Crafts Development program supports the development of the arts & crafts in Nunavut through the implementation of <i>Sanaugait: A Strategy for Growth in Nunavut's Arts and Crafts Sector</i> and the carving stone supply action plan.					

Strategic Investments Program	4,000	3,900	3,900	3,900
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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.

Total, Community Operations	14,659	14,935	14,685	14,685
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Priorities (2009-10)

- Support the socio-economic monitoring committees for major development projects in each region.
Status: *Meetings have taken place 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.
Status: *The Strategy will be completed by March 31, 2010.*
- Undertake an assessment of government-owned visitor's centres to determine priorities for physical improvements.
Status: *In 2009-10 important safety improvements are being made to the Angmarlik Visitor Centre in Pangnirtung. Funds have been allocated in the department's 2010-11 capital plan for preliminary work on a Kivalliq Regional Visitor's Centre in Rankin Inlet.*
- Conduct a survey to identify community economic infrastructure needs.
Status: *A preliminary survey has been completed and is being linked to the work of the Nunavut Community Infrastructure Advisory Committee.*

Priorities (2010-11)

- Compile and collect information on poverty through the Socio-Economic Monitoring Committee (SEMC) indicators.
- Use SEMC indicators to support the preparation of the antipoverty strategy.
- Deliver face to face Socio-Economic Monitoring Committee in each region and provide update of the development projects that help in sustaining local economies.

Priorities (2011-12)

- Assist communities in the revision of the community economic development plans relating to major development activities.
- Assist in the implementation of the strategy for the development of Nunavut's tourism industry

Priorities (2012-13)

- Assist community governments to develop and produce community websites to better market the community, employment and business opportunities.

Appendix: Financial Summary

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
CORPORATE MANAGEMENT								
Compensation and Benefits	4,501	39.5	4,716	40.0	4,583	39.0	4,583	39.0
Grants and Contributions	3,638		3,638		3,638		3,638	
Other O&M	3,489		1,764		1,747		1,547	
Subtotal	11,628		10,118		9,968		9,768	
ECONOMIC DEVELOPMENT								
Compensation and Benefits	5,528	43.0	5,436	43.0	5,436	43.0	5,436	43.0
Grants and Contributions	15,331		15,906		15,556		15,556	
Other O&M	1,646		1,271		1,271		1,271	
Subtotal	22,505		22,613		22,263		22,263	
TRANSPORTATION								
Compensation and Benefits	4,830	47.0	4,961	47.0	4,961	47.0	4,961	47.0
Grants and Contributions	–		500		500		500	
Other O&M	15,092		15,092		15,092		15,092	
Subtotal	19,922		20,553		20,553		20,553	
TOTAL	54,055	129.5	53,284	130.0	52,784	129.0	52,584	129.0

**Nunavut
Housing
Corporation**

**Business
Plan**

2010-2013

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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.

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 Local Housing Organizations (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.

The NHC recognizes the value of enhancing LHO capacity and has therefore identified supporting the LHOs as a critical priority for 2010-2013. 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

Fifty four percent 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), 1,343 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.

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 and plans to increase Inuit employment in the fiscal year 2010-2011. 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 2010-2011 is 103, up from 89 in 2009-2010. This increase is due to 14 term positions which were created in 2009-2010. Meeting the GN target of 56% Inuit employment by the end of fiscal 2011 would require hiring 22 beneficiaries to bring the total of Inuit staff up from 29 to 51. The target number of Inuit staff for 2010-2011 is 34. It is important to note that the forecasted Inuit Employment targets are based on the vacancy rate as of June 30, 2009 and the hiring and job offers which have been completed after that date.

NHC Engagement in GN-Wide Initiatives for 2010-2013 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 makes use 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 2010-2013 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 CDO positions makes it a challenge to retain local applicants within the NHC. Namely, the excessive travel demands and heavy workloads, which include maintenance, technical, programs, and finance responsibilities, 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.

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 2009/10 fiscal year are provided, and the NHC priorities for 2010/13 are established.

	Budget (\$000)			
	2009-10	2010-11	2011-12	2012-13
Advisory and Administrative Services	12,222	14,557	12,218	12,218
Public Housing	76,341	78,225	84,470	84,470
Staff Housing	39,405	39,460	39,460	39,460
Homelessness	200	400	400	400
TOTAL	128,168	132,642	136,548	136,548

Advisory and Administrative Services

Advisory and Administrative services for the NHC are provided by a group of dedicated housing professionals. The NHC team works diligently to make the corporation 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:

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-2013
Corporate Governance		936	1,008	807	807
Responsible for managing the NHC to ensure consistent application of policy, standards and procedure and program delivery throughout Nunavut.					
Corporate Operations		2,268	2,391	2,043	2,043
<i>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.</i>					
Corporate Policy and Planning		668	712	712	712
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.					
Corporate Financial Administration		1,273	1,455	1,225	1,225
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.					
District Program Administration		2,575	2,684	2,684	2,684
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.					
District Financial Administration		2,110	2,687	2,239	2,239
Fulfills a dual function in providing financial support to the districts and in monitoring, evaluating and assisting LHOs with financial matters.					
District Technical Administration		2,392	3,620	2,508	2,508
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.					
Total, Advisory and Administrative Services		12,222	14,557	12,218	12,218

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
Status: NHC executive is currently reviewing the organizational review draft document. Discussions are schedule for January 2010 to address next steps.
- 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.
Status: The NHC has developed a centralized direct payment process and is now making direct payments for non-controlllable utility expenses on behalf of the LHOs. However, the NHC is continuing to populate the database. To be completed in early 2010.
- Continue to partner with other departments and agencies to achieve objectives for specific projects for LHO enhancement.
Status: 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.
- Enhance LHO infrastructure by providing at least three targeted LHOs with improved secure storage facilities.
Status: One secure storage facility has been completed in the Kivalliq Region and two more are under construction in the Kitikmeot Region.
- 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.
Status: The NHC is currently undertaking a territorial Housing Needs Survey in partnership with Statistics Canada and the Nunavut Bureau of Statistics. The survey began in the fall of 2009 and is expected to be completed in the spring of 2010.
- Continue lobbying efforts at the territorial and federal levels to seek support for the provision of suitable and adequate housing across Nunavut.
Status: The NHC continues to work with the Yukon and Northwest Territory Housing Corporations in an effort to collaborate on a uniquely Northern Housing Funding approach. Additionally, the NHC continues to meet and

consult with Federal officials regarding current program delivery, housing needs and long-term predictable and adequate funding commitments.

- Continue to implement the Maintenance Management Operating System (MMOS), or develop an enhanced maintenance management system.
Status: Ongoing. The review of the Maintenance Management Operating System, is ongoing in all 25 communities to identify training, staff requirements, upgrades and changes needing immediate attention. Work is currently underway to upgrade the system to integrate the Condition Rating System (CRS) and Minor/Major Enhancement Program (MMEP).

Priorities (2010-11)

- Implement recommendations from the NHC organizational review.
- Begin implementation of the NHC Strategic Plan - Working Document.
- In collaboration with the GN departments, the NHC will lead in the development of a long-term Comprehensive Housing Strategy.
- Analyze and utilize information from the territorial housing needs survey to accurately demonstrate core housing need in Nunavut and to determine the number of units required to alleviate the existing housing shortage.
- Partner with other departments and agencies to achieve objectives for specific projects for LHO enhancement.
- Maintain lobbying efforts at the territorial and federal levels to seek support for the provision of suitable and adequate housing across Nunavut.
- Monitor the implementation the Maintenance Management Operating System (MMOS), and enhance the program as necessary.

Priorities (2011-12)

- In collaboration with the GN departments, the NHC will take the lead in developing an implementation plan for the Comprehensive Housing Strategy.
- Undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.
- Partner with other departments and agencies to achieve objectives for specific projects for LHO enhancement.

- Maintain lobbying efforts at the territorial and federal levels to seek support for the provision of suitable and adequate housing across Nunavut.

Priorities (2012-13)

- Working with our partners, NHC will begin implementation of the Comprehensive Housing Strategy.
- Monitor and assess housing program delivery across Nunavut make improvements where needed.
- Continue to undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.
- Continue lobbying efforts at the territorial and federal levels to seek support for the provision of suitable and adequate housing across Nunavut.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Leased Units – Rent Supplement		7,039	7,039	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.					
Administration and Maintenance		37,029	40,220	43,027	43,027
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.					

Utilities	64,055	63,636	68,899	68,899
Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewerage, and garbage collection.				
Taxes and Land Leases	1,776	1,858	2,001	2,001
Covers the cost of taxes and land lease expenses.				
Debt Recovery	25,323	23,588	20,887	17,922
Remitted to CMHC to pay down the debt on the public housing portfolio, which was about \$149 million as at March 31, 2009.				
Rental Revenue	(7,499)	(7,499)	(7,499)	(7,499)
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.				
Other Revenue	(51,382)	(50,617)	(49,884)	(46,919)
CMHC contributions for Social Housing and own source revenue.				
Total, Public Housing	76,341	78,225	84,470	84,470

Priorities (2009-10)

- Continue monitoring the final phase of NHT construction to ensure the completion of the 725 units.
Status: NHT units delivered throughout 2009/10 were carefully monitored to ensure accurate reporting and up-to-date statistics on percentage of completion to identify delays, and take appropriate corrective measures as necessary.
- Build upon the NHT Delivery Strategy and make adjustments as required to further improve NHT delivery throughout Nunavut.
Status: Regular internal and interdepartmental meetings were held to effectively address NHT delivery.
- Monitor LHOs responsible for the construction of public housing units.
Status: The NHC, through regional offices, works closely to support and monitor the construction activities of LHOs.
- Prepare a plan for using LHOs to develop the workforce in Nunavut communities.
Status: 20 pre-trades courses have been delivered in various communities, which provide an opportunity for pre-trades candidates to challenge the trades entrance exam.

- 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.

Status: Planning and implementation of housing delivery for 285 units has begun with site preparation and on site construction of new housing units is expected to begin in the summer of 2010.

- Support LHOs via technical training, assistance with organizing inventories, and enhanced infrastructure.

Status: NHC has worked closely with numerous LHOs to improve local capacity. The NHC has also focused efforts on improving administration activities and is currently working to implement standardized procedures to ensure accurate and timely accountability.

- Provide Housing Association Boards with additional training on NHC policies, procedures and programs.

Status: Board manuals have been updated and workshops have been scheduled with LHOs to review the updated Board Manual. In the future, Board manual training will be regularly implemented.

- 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 endeavor given the size of the public housing portfolio.

Status: Condition ratings inspections began in September 2009 the process will take several months to complete, base-line data should be available for analysis in Spring 2010.

- Pursue enhancing the number of Maintenance Officers located within each district.

Status: Recruitment for Maintenance Officers is currently underway in all three districts.

- Enhance the maintenance and secured storage facilities of identified LHOs.

Status: The NHC has contracted a third-party group to undertake a Condition Rating Assessment of NHC housing units and storage facilities. The information collected in the CRA will assist the NHC in determining the condition level and maintenance needs of all NHC housing units.

Priorities 2010-11

- The NHC will work with senior department officials to begin a process for reviewing and updating the Rent Scale.

- Continue monitoring the final phase of NHT construction to ensure the completion of the 725 units.
- Monitor LHOs responsible for the construction of public housing units.
- Support the development of an LHO construction arm where there is no community contracting base and developing an established local workforce for construction.
- Monitor implementation of the delivery strategy for the additional \$100 million in federal funding for housing Nunavut. The NHC targets 285 units for construction under this initiative.
- Continue to work with LHOs and municipalities to ensure site preparation for housing development.
- Support LHOs via technical training, assistance with organizing inventories, and enhanced infrastructure.
- Provide Housing Association Boards with additional training on NHC policies, procedures and programs.
- Pursue enhancing the number of Maintenance officers located within each district.
- Enhance the maintenance and secured storage facilities of identified LHOs.

Priorities 2011-13

- Adopt and implement a revised Rent Scale and guidelines.
- Continue monitoring the construction of 285 units across Nunavut.
- Monitor and assist LHOs responsible for the construction of public housing units.
- Monitor and continue to assist LHOs to develop the workforce in Nunavut communities.
- Support the development of an LHO construction arm where there is no community contracting base and developing an established local workforce for construction.
- Continue to work with LHOs and municipalities to ensure ongoing site preparation for housing development.

- Support LHOs via technical training, assistance with organizing inventories, and enhanced infrastructure.
- Continue to provide Housing Association Boards with additional training on NHC policies, procedures and programs.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Operations		6,648	6,211	6,211	6,211
Provides the day-to-day operations for the Staff Housing Program in a decentralized environment.					
Leases for Staff Housing Rental Units		32,757	33,249	33,249	33,249
Representing 90% of the line of business portfolio, provides close to 1,100 rental units.					
Total, Staff Housing		39,405	39,460	39,460	39,460

Priorities (2009-10)

- Provide an increased range of options to GN employees to encourage homeownership.

Status: 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: The NHC is developing additional staff housing in communities where staff housing does not adequately meet 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.

- Continue to identify training and staffing opportunities for beneficiaries within the Staff Housing Division.

***Status:** In 2009-10, the Staff Housing Division hired four beneficiaries, all of whom received training from the Property Management Officers/District Directors.*

- Continue to enhance the staff-housing portfolio, particularly in communities with growing staff housing requirements.

***Status:** New NHC constructed duplexes are being built on a continued yearly basis to support communities in high demand for Staff Housing. Additional units will be leased in 2010 for high demand communities as NHC continues to negotiate lower lease rates throughout the Territory and these savings will be utilized for additional units.*

- 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.

***Status:** NHC Staff Housing is constructing over 60 new units in the next 2 years to support GN Departments requiring additional staff requirements. Staff Housing continues to work with all GN Departments to determine where additional units will be required.*

Priorities (2010-11)

- 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.
- In collaboration with GN departments, develop a Staff Housing Strategy.
- 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 to meet their staff housing requirements.

Priorities (2011-13)

- Implement and monitor the new Staff Housing Strategy.
- Provide an increased range of options to GN employees to encourage homeownership.
- Evaluate GN employees response to NHC homeownership programs.
- 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.
- Continue to work in close partnership with GN departments to meet their staff housing requirements.

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.*

Programs Appropriations included in the 2009/2010 Capital Estimates

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.

Priorities (2009-10)

- Enhance delivery of home repair programs, particularly for senior and disabled homeowners in support of independent living.

Status: The NHC has been pro-actively delivering it's homeownership programs in support of senior and disabled homeowners. This includes the Seniors Citizens Home Repair Program, the Home Renovation Program, the Emergency Repair Program and the Senior and Disabled Persons Preventative Maintenance Program. In addition, the NHC has placed particular focus on counseling senior and disabled homeowners who may be experiencing difficulties as homeowners and wish to consider options such as selling their home, transferring ownership or returning to public housing.

- Improve the unit design and program delivery of the Material Assistance Program.

Status: The NHC has developed new two, three and four bedroom single family home designs. These designs should prove more affordable with lowered material and labour costs and will be simpler to construct. The use of structural insulated panels (SIPs) for homeownership units is also being considered as a time and cost saving measure.

The NHC has reviewed prior year's delivery of the Material Assistance Program and made recommendations for improvement. It is anticipated that the NHC could reintroduce the Material Assistance Program or a similar program in 2010/2011.

- 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.

Status: The NHC has developed the Heating Oil Tank Replacement Program to assist homeowners in replacing substandard oil tanks or repairing faulty installations. This program will help to reduce the risk of oil spills and potential environmental damage as well reduce the homeowners' risk of potential fines and liability for the costs of any clean-up. It is anticipated this program will be

introduced in 2010 in time for oil tanks to be supplied on the summer of 2010 sealift.

- 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.
*Status: The Nunavut Downpayment Assistance Program assists both Public Housing and GN Staff Housing tenants to purchase a new or existing home by providing a forgivable loan as downpayment assistance and remains one of the NHC's most popular programs.
The NHC also continues to provide emergency repair assistance where needed to qualified applicants.*
- Finalize the review of Homeownership policies and guidelines to support NHC Program Officers in the delivery of NHC Homeownership Programs.
Status: The NHC has completed its review of existing homeownership program policies and procedures and has developed a new Homeownership Programs Manual in support of the current homeownership programs that are being delivered. This manual will assist the NHC Programs Staff in the efficient, effective, equitable delivery and administration of the NHC's Homeownership Programs.
- Provide additional training to NHC employees responsible for the delivery of the Homeownership Programs throughout Nunavut.
Status: The NHC will deliver a Nunavut wide Homeownership Programs Workshop for its program's staff. The focus of the workshop will be on job specific training needs of the NHC Programs Staff.

Priorities (2010-11)

- Implement a plan to promote homeownership across Nunavut.
- Implement revised homeownership policies and guidelines and monitor success.
- Implement a new communication strategy for homeownership promotion.
- Promote the delivery of home repair programs, particularly for senior and disabled homeowners in support of independent living.
- Implement an improved unit design for the Material Assistance Program.
- Monitor issues of environmental liability due to aging oil tanks throughout Nunavut. If necessary, continue to support the oil tank replacement program, which prioritizes the replacement of oil tanks of senior and vulnerable homeowners.

Nunavut Housing Corporation

- Continue to support public housing tenants to own their own homes through down payment assistance.
- Provide additional training to NHC employees responsible for the delivery of the Homeownership Programs throughout Nunavut as necessary.
- Review the results of the Nunavut Housing Needs Survey and respond with initiatives based on the identified needs of Nunavummiut in support of current and future homeowners.

Priorities (2011-13)

- Continue to enhance delivery of home repair programs, particularly for senior and disabled homeowners in support of independent living.
- Establish an application appeals process for homeownership programs.
- Monitor the improvement of unit design and program delivery of the Material Assistance Program.
- 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.
- Continue to monitor to implementation of revised homeownership policies and guidelines.
- Continue to provide additional training to NHC employees responsible for the delivery of the homeownership programs throughout Nunavut.

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 the seriousness of homelessness in the North, the NHC is committed to improving homelessness services and infrastructure within Nunavut.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Homelessness		200	400	400	400
Total, Homelessness		200	400	400	400

Priorities 2009-10

- Establish the Homelessness Secretariat.
Status: Ongoing, the NHC is researching homelessness governing structures and models from other jurisdictions. Development and implementation of a governing structure is expected to be completed early 2010.
- Establish an inter-departmental and inter-jurisdictional Working Group on Homelessness.
Status: An inter-departmental and inter-jurisdictional working group has met to begin preliminary discussions. Draft Terms of Reference are being developed for consideration.
- Lobby the federal government to address the per-capita federal funding allocation to Iqaluit via the Homelessness Partnering Secretariat.
Status: A meeting was held in October 2009 to discuss funding challenges with HPS, further discussions with Federal government representatives are required and ongoing.
- Explore options to assist the Oqota (Uquutaq) Shelter with securing a more viable facility.
Status: Ongoing. The NHC is providing limited financial and in-kind resources to the Oqota (Uquutaq) shelter to identify options for a suitable facility.

Priorities 2010-11

- Establish a homelessness governing structure.
- Work with the inter-departmental and inter-jurisdictional Working Group on Homelessness to improve homelessness services.
- Continue to lobby the federal government for increased resources to combat homelessness in Nunavut.
- Conduct needs assessment research on homelessness in Nunavut.

Priorities 2011-12

- Continue to lobby the federal government for increased resources to combat homelessness in Nunavut.
- Continue to work with the inter-departmental and inter-jurisdictional Working Group on Homelessness.

- In collaboration with stakeholders, develop a long-term Homelessness Strategy and a corresponding implementation plan for responding to homelessness across Nunavut.

Priorities 2012-13

- Continue to lobby the federal government for increased resources to combat homelessness in Nunavut.
- Continue to work with the inter-departmental and inter-jurisdictional Working Group on Homelessness to improve homelessness services.
- Implement the Homelessness Strategy and undertake periodic monitoring of its implementation .

APPENDIX I: FINANCIAL SUMMARY

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
headquarters								
Compensation and Benefits	4,053	32.0	4,472	33.0	3,695	27.0	3,695	27.0
Grants and Contributions	200		400		400		400	
Other O&M	1,092		1,092		1,092		1,092	
Subtotal	5,345		5,964		5,187		5,187	
debt repayment								
Compensation and Benefits	–	–	–	–	–	–	–	–
Grants and Contributions	–		–		–		–	
Other O&M (includes CMHC contributions)	25,323		23,588		20,887		17,922	
Subtotal	25,323		23,588		20,887		17,922	
district offices								
Compensation and Benefits	5,501	45.0	7,414	58.0	5,854	45.0	5,854	45.0
Grants and Contributions	–		–		–		–	
Other O&M	1,576		1,579		1,576		1,576	
Subtotal	7,077		8,993		7,430		7,430	
affordable housing – pUBLIC HOUSING								
Compensation and Benefits	–	–	–	–	–	–	–	–
Grants and Contributions	102,400		105,254		113,467		113,467	
Other O&M	–		–		–		–	
Subtotal	102,400		105,254		113,467		113,467	
AFFORDABLE HOUSING – STAFF HOUSING								
Compensation and Benefits	1,251	12.0	1,334	12.0	1,328	12.0	1,328	12.0
Grants and Contributions	–		–		–		–	
Other O&M	38,154		38,125		38,132		38,132	
Subtotal	39,405		39,459		39,460		39,460	
TOTAL FUNDED	179,550	89.0	183,258	103.0	186,431	84.0	183,466	84.0
Less								
CMHC Contribution and Other Revenue	(51,382)		(50,616)		(49,883)		(46,918)	
TOTAL GN FUNDED	128,168	89.0	132,642	103.0	136,548	84.0	136,548	84.0

Appendix II: Inuit Employment Targets

Departmental Inuit Employment Targets				
	Actuals for Sept. 30, 2009		Targets for March 31, 2011	
		Capacity %		Capacity %
Total Department Positions	89		103	
Total Filled Positions	68	76%	91	88%
Total Vacancies	21	24%	12	12%
Total Beneficiaries	29	43%	34	37%
Total Executive Positions	3		3	
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%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	6	86%	6	86%
Total Vacant Senior-Management Positions	1	14%	1	14%
Total Beneficiaries in Senior-Management Positions	1	17%	1	17%
Total Middle-Management Positions	17		17	
Total Filled Middle-Management Positions	14	82%	16	94%
Total Vacant Middle-Management Positions	3	18%	1	6%
Total Beneficiaries in Middle-Management Positions	0	0%	0	0%
Total Professional Positions	0		0	
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%
Total Paraprofessional Positions	50		63	
Total Filled Paraprofessional Positions	35	70%	53	84%
Total Vacant Paraprofessional Positions	15	30%	10	16%
Total Beneficiaries in Paraprofessional Positions	16	46%	18	34%
Total Administrative Positions	12		13	
Total Filled Administrative Positions	10	83%	13	100%
Total Vacant Administrative Positions	2	17%	0	0%
Total Beneficiaries in Administrative Positions	10	100%	13	100%



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Nunavut
Arctic College

Nunavut Arctic College

Business Plan

2010-2013

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INTRODUCTION

Nunavut Arctic College celebrates its fifteenth anniversary in 2010. 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^C: 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. Arctic College will continue to cooperate with the Department of Education in the implementation of the Nunavut Adult Learning Strategy. To support improved outcomes, Arctic College invests in professional development for staff.
- **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. "Elders in Residence" is supported at the Kivalliq and Nunatta Campuses.

- **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*. Arctic College supports the Oral History Research Centre in Igloolik and selected publications of the Nunavut Bi-Lingual Education Society
- **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. Arctic College's participation in the University of the Arctic enables students to gain circumpolar experiences.

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^c: 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^c: Building our future together*, *Pinasuaqtavut*, and the 2006 Report by the Standing Committee on Health and Education. 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. The Board of Governors provides targeted funding to the Community Learning Centres through its initiatives to enhance learning environments.

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. The Board supports the development of bilingual learning materials.

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. Nunavut Research Institute is a division of Nunavut Arctic College and supports research throughout Nunavut. Arctic College delivers the Instructor Development Program to support new faculty.

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 with the Public Agency Council to maintain accountability and address any issues raised by the Auditor General. Arctic College is forming partnership committees with GN departments to coordinate adult learning and training activities in Nunavut.

The delivery of Arctic College's programs follows the academic year from July 1st to June 30th. The Three Year Program Plan (appendix 3) lists what is being offered in the current academic year (2009-10), what is planned to be offered in the next year (2010-11), and what is hoped to be offered in the following year (2011-12). Changes are made depending on student demand, funding, appropriate facilities and housing, and community need.

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.

- **Strategic Expectations**

Tamapta/CL^{CC}: Building our future together 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.

- **Inuit Languages and Culture**

The Board of Governors wishes to build a college that mirrors Nunavut in terms of its 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**

About 29% of adult Inuit and non-Inuit Nunavummiut (aged 24-65) have some trades or college education as compared to about 33% in the rest of Canada. However, 46% of the same age group does not have a high school diploma or equivalency as compared to 15% in the rest of Canada. Only 15% have some university as compared to 28% in the rest of Canada. There is a pressing need to encourage and enable mature students to acquire the academic foundations needed to be successful in higher education and employment.

- **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.

- **Geography**

Nunavut has the most widely dispersed population in Canada. Arctic College's major programs and facilities are centered in three communities – Iqaluit, Rankin Inlet and Cambridge Bay – comprising one-third of Nunavut's population. The remaining two-thirds of Nunavummiut have limited access to adult learning through their local Community Learning Centres unless they move to a regional campus. Making more adult learning and training accessible the 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.

INUIT EMPLOYMENT PLAN

As an agency of the Government of Nunavut, Nunavut Arctic College shares its commitment to achieve 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." Arctic College contributes to achieving a representative workforce in two ways. First, it is striving to increase the employment of Beneficiaries. Second, it is striving to increase the number of Beneficiary graduates from its career programs thereby enabling more Beneficiaries to be eligible for employment in Nunavut. However this section deals only with increasing the number of Beneficiaries employed by the College.

Inuit Employment Goal

The goal of Nunavut Arctic College is to increase Inuit employment to 47%. (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 reducing the vacancy rate from 24% to 13% will be largely achieved by increasing Inuit employment, particularly in the professional category.

The next critical area is management. However the factors are different. The executive, senior and middle 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 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.

CORE BUSINESS

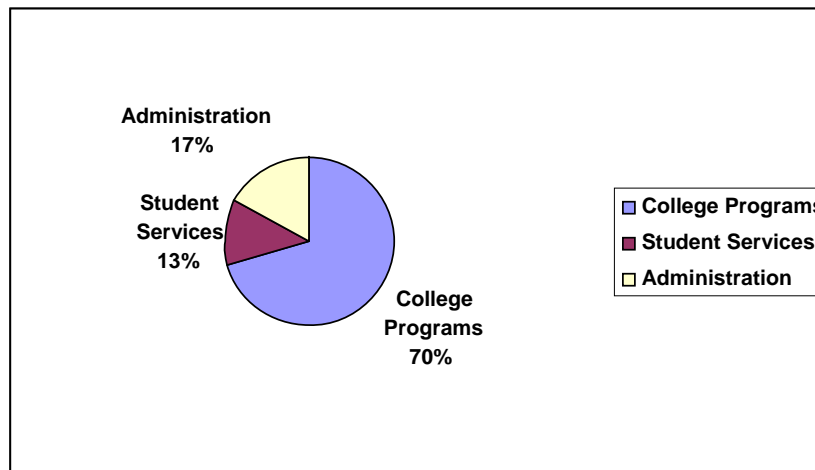
The core business of Nunavut Arctic College is training for employment through the delivery of adult learning and training to adult Nunavummiut throughout Nunavut. Our goal is building self-reliant communities and families through training and employment.

Nunavut Arctic College’s programs and services are accessible from many different locations throughout Nunavut. There are Community Learning Centres in all Nunavut communities. 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. For the purposes of this Business Plan, they are grouped together into nine business lines. The table below includes both Main Estimates and Third Party funding.

	Budget (\$000)			
	2009-10	2010-11	2011-12	2012-13
Inuit Language & Culture	1,835	2,267	2,355	2,448
Community & Distance Learning	7,067	6,831	7,236	7,660
Business & Leadership Careers	2,899	2,465	2,659	2,870
Education Careers	4,928	4,871	5,346	5,503
Health & Wellness Careers	2,950	2,349	3,091	3,189
Trade & Technology Careers	3,791	5,019	6,035	6,435
Nunavut Research Institute	1,398	1,541	1,680	1,841
Student Services	4,432	4,270	4,484	4,707
Administration Services	7,057	6,854	6,177	6,472
Total	36,357	36,467	39,063	41,125

The seven program lines together represent 70% of the total expenditures of Nunavut Arctic College.



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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Language Programs		722	722	758	796
This portfolio delivers Inuit language programs such as the Traditional Knowledge and Culture and the Interpreter/Translator Diplomas.					
Culture Programs		449	876	903	930
This portfolio delivers Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diplomas.					
Curriculum Development		126	189	198	208
The Curriculum Development Office (Arviat) reviews all curricula for appropriate Inuit language and culture content.					
Oral History Project		333	330	346	364
The Oral History Project (Igloolik) collects and documents traditional Inuit knowledge by interviewing Elders.					
Total, Base Programs		1,630	2,118	2,205	2,298
Third Party Contracts		205	150	150	150
Third party funding supports the Learning Materials Centre and delivery of the GN Staff Language Training Program and Cultural Orientation for GN employees in the Kitikmeot.					
Total, Programs		1,835	2,267	2,355	2,448

Priorities (2009-10)

- Develop Inuit visual and performing arts.
Status: *A group of artists and performers is consulting with Elders and researching different performing arts programs, both traditional and contemporary.*
- Expand delivery of Inuit language programs.
Status: *Student diagnostic tests have been piloted to determine Inuktitut fluency and writing skills.*
- Cooperate with *Piqqusilirivvik* in developing cultural learning activities.
Status: *Pilot activities have been carried out in Baker Lake, Igloolik and Clyde River. Elders were part of the course development planning and carried out the activities. The photographs and maps with reports were displayed at the Legislative Assembly.*
- Meet the requirements of the Inuit Language Protection Act.
Status: *Implementation plan requirements have been submitted to CLEY.*

Priorities (2010-11)

- Revise Inuktitut assessment tools.
- Develop Elder resources to support instruction.

Priorities (2011-12)

- Expand capacity to deliver Inuktitut courses in all career programs.

Priorities (2012-13)

- Establish an Inuktitut Language Centre of Excellence.

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 environmental technology, 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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Kitikmeot CLCs The Kitikmeot Campus supports CLCs in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.		1,027	1,149	1,206	1,267
Kivalliq CLCs The Kivalliq Campus supports CLCs in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Repulse Bay, and Whale Cove.		1,270	1,278	1,341	1,409
Qikiqtani CLCs 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.		2,693	3,104	3,259	3,411
Total, Base Programs		4,990	5,531	5,806	6,087
Third Party Contracts Third party funding supports the delivery of literacy, pre-employment and pre-trades training programs in selected CLCs.		2,077	1,300	1,430	1,573
Total, Programs		7,067	6,831	7,236	7,660

Priorities (2009-10)

- Open a Community Learning Centre in Grise Fiord.
Status: *Temporary space has been arranged and funding for initial planning of converting old hamlet office into a CLC has been proposed in the capital plan.*
- Develop a plan to increase high school completions in the communities.
Status: *Fourteen General Education Development (GED) preparation courses have been delivered. A steering committee has been established to review the Adult Basic Education placement package..*
- Increase the number of Inuit Adult Educators.
Status: *The number increased from 12 in 2008-09 to 14 in 2009-10. Supervisors continue to identify potential Inuit Adult Educators in communities, promote Arctic College as an employer, and provide opportunities for Inuit to work in CLC.*
- Expand “Elders in the Classroom” to more Community Learning Centres.
Status: *The Board of Governors has approved a one-time allocation of \$5,000 to each CLC to encourage the project. All new faculty were given training on practical examples of including Elders in the classroom based on the College publication “Guidelines for Working with Inuit Elders”.*

- Deliver inmate education in partnership with Nunavut Corrections.
Status: *Work with GN Justice is proceeding to identify on-site and distance delivery of literacy, Adult Basic Education, and Adult High School Equivalency for inmates in Rankin Inlet and Iqaluit.*
- Review the condition and suitability of all Community Learning Centres.
Status: *Monthly community reports document conditions for short and long term upgrades.*

Priorities (2010-11)

- Renew Adult Basic Education curriculum materials.

Priorities (2011-12)

- Expand delivery of on-line learning courses.

Priorities (2012-13)

- Establish community employment preparation programs.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Business Programs		867	1,042	1,094	1,148
The principal career programs in this portfolio are Management Studies and Office Administration.					
Total, Base Programs		867	1,042	1,094	1,148
Third Party Contracts		2,032	1,423	1,565	1,722
Third party funding supports the delivery of training for computer systems technicians, municipal and government employees and the Nunavut Fisheries Training Consortium.					
Total, Programs		2,899	2,465	2,659	2,870

Priorities (2009-10)

- Deliver a second offering of Computer Systems Technician.
Status: *The program has been revised into a cooperative program with GN Community and Government Services which has funded a second offering.*
- Cooperate with GN Finance in developing training for financial management.
Status: *GN Finance is pursuing a part-time training program for its staff.*

Priorities (2010-11)

- Develop capacity for workforce development training courses.
- Expand business education courses in the communities.

Priorities (2011-12)

- Establish a partnership for the delivery of a Bachelor of Applied Business Accounting

Priorities (2012-13)

- Establish an Inuit Tourism Program.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Teacher Education		3,049	2,992	3,142	3,299
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 developing regional capacity to offer the B.Ed in the Kitikmeot and Kivalliq.					
Total, Base Programs		3,049	2,992	3,142	3,299
Third Party Contracts		1,879	1,879	2,204	2,204
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.					
Total, Programs		4,928	4,871	5,346	5,503

Priorities (2009-10)

- Adopt draft terms of reference for the Partnership Committee with the Department of Education and commence regular meetings.
Status: *Terms of reference have been drafted.*
- Coordinate regional and community teacher education offerings with the Department of Education.
Status: *Ten Bachelor of Education programs are in progress. The Inuit Language Certificate Program is being delivered in three communities.*
- Develop regional delivery capacity in the Kitikmeot and Kivalliq.
Status: *The Bachelor of Education program is being established in the Kitikmeot and Kivalliq using a cohort delivery model.*

Priorities (2010-11)

- Identify new community offerings in the Kitikmeot.

Priorities (2011-12)

- Expand the portfolio to include Early Childhood Education, Degree After, and Adult Educator programs.

Priorities (2012-13)

- Establish a M.Ed. partnership.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Nursing Degree Program 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.		1,392	1,362	1,430	1,502
Human Services Careers The Kitikmeot Campus offers the Human Services Certificate and Diploma programs. The diploma includes specialties in addictions counsellor and social worker.		408	487	511	537
Total, Base Programs		1,800	1,849	1,941	2,039

Third Party Contracts	1,150	500	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 and support for the regional expansion of the Nursing Program.				
Total, Programs	2,950	2,349	3,091	3,189

Priorities (2009-10)

- Enhance transferability between health and social service career training programs.

Status: *Arctic College and GN Health and Social Services have engaged a consultant to review transferability between training programs in order to offer meaningful health career paths to attract and graduate more Nunavummiut.*

- Establish nurse training at the Kitikmeot Campus.

Status: *The College Foundation Program was offered in Cambridge Bay and Rankin Inlet with funding from the Department of Health and Social Services. The Foundation Program prepares students to enter environmental technology, nursing and teacher education. Depending on student demand, nurse education will be offered next year in both locations.*

- Continue the Partnership Committee with the Department of Health and Social Services to oversee the appropriate delivery of career programs.

Status: *The Partnership Committee is meeting on a regular basis with the deputy heads as co-chairs. The Committee allows for regular communications, follow-ups, and actions to ensure successful completions of projects.*

Priorities (2010-11)

- Develop implementation plan of consultant's recommendations for transferability between training programs.

Priorities (2011-12)

- Develop capacity for on-line delivery.

Priorities (2012-13)

- Establish university partnership for a B.S.W.

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, the Nunavut Mining Round Table, and GN Education.

Objectives

- To train qualified candidates for employment in Nunavut's construction and mining industry.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Trades Programs		2,491	3,449	4,088	4,293
Ukkivik (Iqaluit) delivers hairstyling, all four levels of carpentry training, and level 3 of Housing Maintainer Serviceman. 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. 2011-12 is the last year of forced growth for the trades training centre.					
Total, Base Programs		2,491	3,449	4,088	4,293
Third Party Contracts		1,300	1,570	1,947	2,142
Third party funding supports Community Aerodrome Radio Services and mine training. Nunavut Housing Trust funding for pre-trades programs ended in 2009-10.					
Total, Programs		3,791	5,019	6,035	6,435

Priorities (2009-10)

- Complete phase 1 of the trades training centre to a fully operational state.
Status: *Phase One is on schedule for occupancy in September 2010. Hiring of instructors is almost complete. Curriculum will be submitted for approval to the Nunavut Apprenticeship Board in spring 2010.*
- Plan for the mine training centre as the core of the proposed Kitikmeot Campus.
Status: *Planning has progressed to drafting the project briefing book to complete the terms of reference for an RFP for architectural drawings.*
- Continue delivery of pre-trades training funded by the Nunavut Housing Trust.
Status: *The 2009/10 delivery of ten pre-trades course across Nunavut to approximately 120 individuals completes three years of training for the Nunavut Housing Trust.*
- Deliver the first offering of Housing Maintainer Serviceman.
Status: *The initial delivery of Level -1 HMS in the old trades training facility in Rankin Inlet graduated nine students who have progressed to Level 2.*
- Double the capacity of the Carpentry program.
Status: *The capacity of the Carpentry Program in Iqaluit has been doubled in response to the success of the pre-trades program sponsored by the Nunavut Housing Trust.*

Priorities (2010-11)

- Expand mine training initiatives.
- Continue planning for the Kitikmeot Campus.

Priorities (2011-12)

- Incorporate Building Environment Services training in trades programs.

Priorities (2012-13)

- Establish training programs for Qulliq Energy Corporation and Nunavut Airports.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Nunavut Research Institute		759	814	855	897
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.					
Environment Technology		342	357	375	394
The Institute delivers the Environmental Technology Diploma.					
Total, Base Programs		1,101	1,171	1,230	1,291
Third Party Contracts		297	370	450	550
Third party funding supports International Polar Year (IPY) and science education activities.					
Total, Programs		1,398	1,541	1,680	1,841

Priorities (2009-10)

- Coordinate the IPY Legacy projects in Nunavut.
Status: *A contract is in place with INAC to continue to coordinate the IPY program. The regulatory review legacy project proposal is presently under review by INAC. Films have been selected for an IPY Film festival.*
- Establish the Nunavut Science Advisory Council.
Status: *A list of names has been developed as possible members and appointments are being prepared.*
- Promote student research projects.
Status: *A Nunavut Arctic College Research Fund has been established through donations and guidelines have been drafted for accessing the Fund.*
- Liaise with the development of the High Arctic Research Station.
Status: *The Senior Research Officer has been appointed to the Experts and Users Committee for HARS, participated in its community consultations, and attended its meetings.*

Priorities (2010-11)

- Establish eligibility for federal research councils.
- Develop Nunavut Research Agenda.

Priorities (2011-12)

- Deliver environmental monitoring workshops in the communities.
- Open new research and training facility

Priorities (2012-13)

- Undertake applied research projects.
- Expand options for Environmental Technology Program.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
Kitikmeot Campus Kitikmeot Campus has 20 student family housing units. It does not have daycare or housing for single students.		676	353	371	389
Kivalliq Campus Kivalliq Campus has 12 student family housing units and accommodations for 44 singles. It also has a daycare and limited recreation.		771	575	604	634
Nunatta Campus Nunatta Campus has a full suite of student services, including counselling, single and family accommodations, daycare and recreation.		2,985	3,342	3,509	3,684
Total, Base Programs		4,432	4,270	4,484	4,707

Priorities (2009-10)

- Review and consolidate student accommodations at Nunatta Campus.
Status: *The new family housing is fully occupied. Ukkivik continues to provide a residence for single students, cafeteria services, and classrooms. Currently leased accommodations expire June 30, 2010.*
- Expand daycare services at Nunatta Campus.
Status: *The second daycare is in operation.*
- Plan the inclusion of single student accommodations and daycare services in the proposed Kitikmeot Campus.
Status: *Planning on a consolidated Kitikmeot Campus is progressing.*
- Increase library services to the Community Learning Centres.
Status: *In 2009, the Board of Governors approved \$10,000 to each Community Learning Centre to provide a core library which has been fully delivered*

Priorities (2010-11)

- Harmonize student residential services.
- Establish regional career learning centres in cooperation with GN Education.

Priorities (2011-12)

- Establish standard practices for the delivery of student services.

Priorities (2012-13)

- Develop a student counseling strategy.

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.

Programs	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
President's Office		767	802	992	1,042
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 www.arcticcollege.ca and the Coordinator of Policy and Planning (Iqaluit) who provides support for business planning and policy development.					
Academic Affairs Office		450	716	737	760
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.					
Business Services Office		4,143	4,236	4,448	4,670
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.					
Total, Base Programs		5,360	5,754	6,177	6,472
Third Party Contracts		1,697	1,100	-	-
Third party funding supports the Prior Learning Assessment and Recognition Project managed by the Academic Affairs Office. The federal contribution from the Knowledge Infrastructure Program toward the Cyber Infrastructure Project have been included for 2009-10 and 2010-11 (\$1.1M each fiscal year).					
Total, Programs		7,057	6,854	6,177	6,472

Priorities (2009-10)

- Develop distance learning infrastructure under MOU with CGS Informatics.
Status: *An MOU has been signed and a joint team is managing the implementation of the Cyber Infrastructure Project.*
- Develop generic and strategic success indicators for the Nunavut Arctic College Report Card.
Status: *Generic and strategic success indicators have been identified.*
- Implement prior learning recognition strategies across all College programs.
Status: *Forty-six staff members participated in Portfolio Development Training, 16 completed certification as PLA Advisors, 26 are working towards certification as a PLAR Assessor/Advisor. The Portfolio Development course has been incorporated into all full-time academic preparation programs as well as into four career programs.*
- Develop an Adult Education Certificate for professional development.
Status: *The Adult Instructor Certificate program has been updated and is being delivered in 2009-2010 at the Kivalliq Campus. It is open to students from across Nunavut but is primarily being offered to instructional staff at the Nunavut Trades School.*
- Develop quality assurance measures and benchmarks.
Status: *Quality Assurance has been implemented that includes benchmarking of student feedback on their learning experiences, a Graduate Satisfaction and Placement Survey, Standardized Annual Program and Services Reports, and Periodic Internal Program Reviews.*
- 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.
Status: *After visiting Finnmark in 2009, the Human Services Program in Cambridge Bay will host a visit from representatives of the Norway's Finnmark University College. Work with Aurora College and Yukon College is proceeding to develop common curriculum for a University Studies Diploma. Curriculum will include University of the Arctic core curriculum in the Bachelor of Circumpolar Studies.*

Priorities (2010-11)

- Establish the position of Coordinator of Policy and Planning in the President's Office.
- Develop on-line registration capacity.

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Priorities (2011-12)

- Develop employer satisfaction survey.
- Update policy manual.

Priorities (2012-13)

- Develop key performance indicators for quality assurance.

College	Budget (\$000)	2009-10	2010-11	2011-12	2012-13
College Total, Base Programs		25,720	28,175	30,167	31,634
College Total, Third Party		10,637	8,292	8,896	9,491
College Total, Programs		36,357	36,467	39,063	41,125

Appendix I: Financial Summary

DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET – ALL SOURCES

	Headquarters (\$000)	Qikiqtaaluk (\$000)	Kivalliq (\$000)	Kitikmeot (\$000)	Total (\$000)
Compensation and Benefits	3,040	11,628	6,031	2,790	23,489
Grants and Contributions	–	–	–	–	–
Travel and Transportation	371	854	180	197	1,602
Materials and Supplies	47	710	357	182	1,296
Purchased Services	45	320	184	85	634
Utilities	20	180	32	40	272
Contract Services	567	3,347	2,279	1,575	7,768
Fees and Payments	327	627	141	139	1,234
Other Expenses	75	67	10	20	172
Total Operations and Maintenance	4,492	17,733	9,214	5,028	36,467
Third Party Funding	1,100	3,308	2,373	1,511	8,292
Total	3,391	14,425	6,841	3,517	28,175

Appendix I: Financial Summary

Branch	2009 – 2010		2010 – 2011		2011 – 2012		2012 – 2013	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Compensation and Benefits	4,021	24.5	3,040	17.0	3,131	17.0	3,225	17.0
Grants and Contributions	–		–		–		–	
Other O&M	2,055		1,452		1,496		1,541	
Subtotal	6,076		4,492		4,627		4,766	
NUNAVUT RESEARCH INSTITUTE								
Compensation and Benefits	1,118	10.5	968	7.5	997	7.5	1,027	7.5
Grants and Contributions	–		–		–		–	
Other O&M	280		196		202		208	
Subtotal	1,398		1,164		1,199		1,235	
REGIONAL CAMPUSES								
Compensation and Benefits	16,957	155.7	19,481	156.7	20,365	159.7	20,976	159.7
Grants and Contributions	–		–		–		–	
Other O&M	10,945		11,330		12,872		14,148	
Subtotal	27,902		30,811		33,237		35,124	
TOTAL FUNDED	35,376	190.7	36,467	181.2	39,063	184.2	41,125	184.2
Less								
Non-GN Third Party Funding	(2,682)	(10.0)	(1,220)	(1.0)	(2,320)	(1.0)	(1,250)	(1.0)
Less								
Non-GN Non Base Funding	(10,813)		(11,061)		(12,557)		(15,689)	
TOTAL	21,881	180.7	24,186	180.2	24,186	183.2	24,186	183.2

Appendix II: Three-Year Program Plan

NUNAVUT ARCTIC COLLEGE THREE-YEAR PROGRAM PLAN BY REGION/COMMUNITY			
The Three Year Program Plan lists what is being offered in the current academic year (2009-10), what is planned to be offered in the next year (2010-11), and what is hoped to be offered in the following year (2011-12). The plan is updated depending on student demand, funding, appropriate facilities and housing, and community need.			
	2009-2010	2010-2011	2011-2012
Qikiqtani			
Arctic Bay	Pre Trades Literacy/Theatre Atlas/Mapping MTO 3rd Year Cycle Intro to Computers HR Management Intro to Northern Gov. Public Sector Finance Management Comm.	Early Childhood Part 1 Tourism Inuktitut MTO New Year 1 Cycle	Early Childhood Part 2 Pre-employment MTO New Year 2 Cycle
Cape Dorset	Jewellery & Metalwork 1 Camp Cook GED College Foundation MTO Year 3 Cycle Intro to Northern Gov.	Jewellery & Metalwork 2 Pre-employment GED Teacher Education 1 MTO New Year 1 Cycle	Office Administration Trades Access Inuktitut Teacher Education 2 MTO New Year 2 Cycle
Clyde River	Pre Trades GED Pre Employment Modules MTO 3rd Year Cycle HR Management	Office Administration 1 Tourism Inuktitut MTO New Year 1 Cycle	Office Administration 1 Community Research Workshop Advanced Inuktitut (IFL) MTO New Year 2 Cycle
Grise Fiord	GED Adult Basic Education Inuit Art Studies MTO 3rd Year Cycle Intro to Computers HR Management Public Sector Finance Management Comm.	GED Tourism Inuit Art Studies Inuktitut Community Research Workshop MTO New Year 1 Cycle	Pre-Employment Certificate in Drawing & Design MTO New Year 2 Cycle
Hall Beach	Pre-Employment Inuktitut Advanced (IFL) MTO 3rd Year Cycle Intro to Computers Intro to Northern Gov. Public Sector Finance Management Comm.	Literacy Inuktitut Advanced & Syllabic Keyboarding Inuit Art Studies MTO New Year 1 Cycle	Early Childhood 1 Camp Cook MTO New Year 2 Cycle

Igloolik	Management Studies 1 Pre Trades GED Literacy: Popular Theatre MTO 3rd Year Cycle Intro to Computers	Management Studies 2 Early Childhood Part 1 GED Literacy: Popular Theatre Home & Continuing Care MTO New Year 1 Cycle	Early Childhood Part 2 Pre-Employment Media Studies MTO New Year 2 Cycle
Iqaluit	Pre-employment Hospitality GED Fur Production and Design 1 Traditional Fur Production Ceramic Workshop ESL for Permanent Residents Teacher Education 1-4 Arctic Nursing 1-4 Inuit Language Program Mental Health Worker Therapy Assistant Computer Systems Tech 1 Environmental Tech 1-2 Inuit Language & Culture-1-2 Jewellery & Metalwork-1 Hairdressing yr2 Carpentry 1-2 Pre-trades College Foundation Office Administration MTO 3rd Year Cycle HR Management Accounting I Recreation Programming Maint. Plan. & Management Business Math Office Systems Lands Administration I	Pre-employment Building Trades Helper GED Fur Production and Design 2 Traditional Fur Production Teacher Education 1-4 Arctic Nursing 1-4 Mental Health Worker-1 Computer Systems Tech 2 Environmental Tech 1-2 Inuit Language & Culture-1-2 Jewellery & Metalwork-2 Carpentry Pre-trades Trades Access Certificate Community Health Representative College Foundation Management Studies 1 Akitsiraq Law Program 1 MTO New Year 1 Cycle	Pre-employment Fur Production and Design 1 Traditional Fur Production Teacher Education 1-4 Arctic Nursing 1-4 Mental Health Worker-2 Computer Systems Tech 1 Environmental Tech 1-2 Inuit Language & Culture 1-2 Fine Arts Carpentry Pre Trades Trades Access Certificate College Foundation Management Studies 2 Akitsiraq Law Program 2 MTO New Year 2 Cycle
Kimmirut	Pre-employment MTO 3rd Year Cycle Intro to Northern Gov.	Pre-Trades MTO New Year 1 Cycle	Tourism MTO New Year 2 Cycle
Pangnirtung	Pre-Trades Counselling courses GED College Foundation MTO 3rd Year Cycle Intro to Northern Gov.	Tourism Office Administration Teacher Education 1 MTO New Year 1 Cycle	Printmaking 1 Counselling Teacher Education 2 MTO New Year 2 Cycle

Pond Inlet	Early Childhood 1 GED Literacy/Popular Theatre College Foundation MTO 3rd Year Cycle Intro to Computers	Early Childhood 2 Trades Access Tourism Community Research Workshops Teacher Education 1 MTO New Year 1 Cycle	Management Studies 1 Trades Access/Mining Teacher Education 2 MTO New Year 2 Cycle
Qikiqtarjuaq	Pre-Employment College Foundation MTO 3rd Year Cycle Intro to Northern Gov.	Office Administration Teacher Education 1 MTO New Year 1 Cycle	Camp Cook Tourism Teacher Education 2 MTO New Year 2 Cycle
Resolute Bay	Pre-Trades Preparation PLAR Inuktitut Inuit Language Certificate MTO 3rd Year Cycle Intro to Northern Gov.	Tourism Literacy Inuktitut Community Research Workshops MTO New Year 1 Cycle	Pre-Employment MTO New Year 2 Cycle
Sanikiluaq	Pre-Employment MTO 3rd Year Cycle Intro to Northern Gov.	Camp Cook GED Office Administration MTO New Year 1 Cycle	GED Inuit Art Studies MTO New Year 2 Cycle

Kivalliq			
Arviat	Adult Basic Education Office Administration 1 Introduction to Mining Pre Trades GED MTO 3rd Year Cycle Public Sector Finance HR Management Management Communications Intro to Northern Government Intro to Computers	Pre Employment Management Studies 1 Camp Cook Metal and Jewellery Skills GED MTO New Year 1 Cycle	Adult Basic Education Management Studies 2 Intro to Mining Pre Trades GED Maternity Care worker MTO New Year 2 Cycle
Baker Lake	College Foundation Pre Employment Office Administration Camp Cook GED MTO 3rd Year Cycle Intro to Northern Government	Teacher Education 1 Adult Basic Education Management Studies 1 GED MTO New Year 1 Cycle	Teacher Education 2 Adult Basic Education Management Studies 2 Pre-Trades GED MTO New Year 2 Cycle
Chesterfield Inlet	Adult Basic Education Pre Trades MTO 3rd Year Cycle Intro to Computers	Pre Employment Intro to Mining GED MTO New Year 1 Cycle	Pre Employment Pre Trades MTO New Year 2 Cycle

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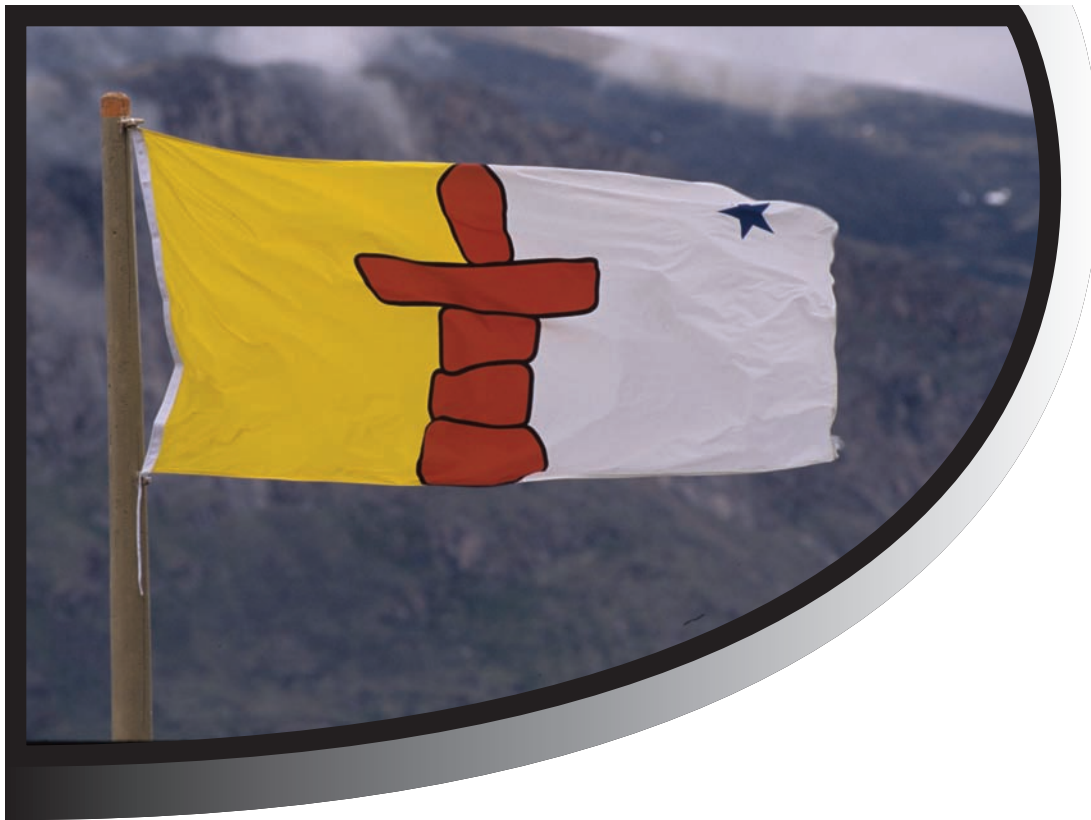
Coral Harbour	Adult Basic Education Intro to Mining GED Pre Trades MTO 3rd Year Cycle Public Sector Finance	Pre Employment Small Business Financial Management MTO New Year 1 Cycle	Pre Employment GED Pre Trades Jewellery and Metalwork MTO New Year 2 Cycle
Rankin Inlet	Trades Access Certificate Housing Maintainer 1-2 Inuktitut Language Adult Instructor Program College Foundation GED Teacher Education 2 Management Studies 1-2 Office Administration 1 CARS (3 intakes) MTO 3rd Year Cycle: Accounting II Facility Operations Workplace Safety Small Business Management Intro to Community Development Lands Administration II	Trades Access Certificate Housing Maintainer 1-2 Trades Preparation: Oil Burner Mechanic; Electrical; Plumbing. Apprenticeship 1-2: Oil Burner Mechanic; Electrical; Plumbing. Inuktitut Language Adult Basic Education College Foundation GED Arctic Nursing 1 Teacher Education 3 Management Studies 1-2 Office Administration 1 CARS (3 intakes) MTO New Year 1 Cycle	Trades Access Certificate Housing Maintainer 1-2 Trades Preparation: Oil Burner Mechanic; Electrical; Plumbing. Apprenticeship 1-2: Oil Burner Mechanic; Electrical; Plumbing. Inuktitut Language Pre Employment College Foundation GED Arctic Nursing 1 Teacher Education 4 Management Studies 1-2 Office Administration 1 CARS (3 intakes) MTO New Year 2 Cycle
Repulse Bay	Pre Employment Pre Trades Jewellery and Metalwork GED MTO 3rd Year Cycle Intro to Northern Government	Adult Basic Education Intro to Mining Camp Cook MTO New Year 1 Cycle	Pre Employment Pre Trades Small Engine Repair GED MTO New Year 2 Cycle
Whale Cove	Adult Basic Education MTO 3rd Year Cycle HR Management	Pre Employment GED MTO New Year 1 Cycle	Pre Employment MTO New Year 2 Cycle

Kitikmeot			
Cambridge Bay	College Foundation Human Services 1 Maternity Care Worker Teacher Education 2 Adult Basic Education Intro to Mine Training Pre-Trades GED Culinary Arts MTO 3rd Year Cycle Introduction Northern Gov. Automated Accounting Municipal Works Operations Council Governance Municipalities and the law Advanced Office Systems Bookkeeping Intro to Community Planning	College Foundation Human Services 2 Midwifery 1 Teacher Education 3 Inuit Language Certificate Adult Basic Education Intro to Mine Training Arctic Nursing 1 Trades Access Home & Continuing Care Culinary Arts MTO New Year 1 Cycle	College Foundation Human Services 1 Midwifery 2 Teacher Education 4 Adult Basic Education Intro to Mine Training Arctic Nursing 1 Trades Access Camp Cook MTO New Year 2 Cycle
Kugaaruk	Teacher Education 4 Life Skills MTO 3rd Year Cycle Management Comm. Intro to Computers HR Management Public Sector Finances	Adult Basic Education Pre Trades MTO New Year 1 Cycle	Pre Employment GED MTO New Year 2 Cycle
Kugluktuk	Life Skills Pre-Trades College Foundation MTO 3rd Year Cycle Management Comm. Intro to Computers HR Management Public Sector Finances	Adult Basic Education Small Engine Repair GED Teacher Education 1 MTO New Year 1 Cycle	Adult Basic Education Pre Trades Teacher Education 2 MTO New Year 2 Cycle
Taloyoak	Adult Basic Education GED Small Engine Repair Pre Trades MTO 3rd Year Cycle Public Sector Finance	Adult Basic Education Early Childhood MTO New Year 1 Cycle	Pre Employment Pre Trades MTO New Year 2 Cycle
Gjoa Haven	Pre-employment Small Engine Repair Early Childhood Education GED MTO 3rd Year Cycle Introduction Northern Gov.	Home & Community Care Life Skills Pre Trades MTO New Year 1 Cycle	Adult Basic Education College Foundation MTO New Year 2 Cycle

Appendix III: Inuit Employment Targets

Inuit Employment Targets				
	As of Sept 30, 2009		For March 31, 2011	
	Number #	Capacity %	Number #	Capacity %
Total Department Positions	179.2		181.2	
Total Filled Positions	141.8	79%	158.3	87%
Total Vacancies	37.4	21%	22.9	13%
Total Beneficiaries	63.0	44%	75.0	47%
Total Executive Positions	1.0		1.0	
Total Filled Executive Positions	1.0	100%	1.0	100%
Total Vacant Executive Positions	0.0	0%	0.0	0%
Total Beneficiaries in Executive Positions	0.0	0%	0.0	0%
Total Senior-Management Positions	7.0		7.0	
Total Filled Senior-Management Positions	6.0	86%	6.0	86%
Total Vacant Senior-Management Positions	1.0	14%	1.0	14%
Total Beneficiaries in Senior-Management Positions	2.0	33%	2.0	33%
Total Middle-Management Positions	21.0		21.0	
Total Filled Middle-Management Positions	18.0	86%	19.0	90%
Total Vacant Middle-Management Positions	3.0	14%	2.0	10%
Total Beneficiaries in Middle-Management Positions	7.0	39%	8.0	42%
Total Professional Positions	101.8		103.8	
Total Filled Professional Positions	77.3	76%	89.8	87%
Total Vacant Professional Positions	24.5	24%	14.0	13%
Total Beneficiaries in Professional Positions	25.0	32%	33.0	37%
Total Paraprofessional Positions	23.5		23.5	
Total Filled Paraprofessional Positions	20.5	87%	21.5	91%
Total Vacant Paraprofessional Positions	3.0	13%	2.0	9%
Total Beneficiaries in Paraprofessional Positions	11.0	54%	12.0	56%
Total Administrative Positions	24.9		24.9	
Total Filled Administrative Positions	19.0	76%	21.0	84%
Total Vacant Administrative Positions	5.9	24%	3.9	16%
Total Beneficiaries in Administrative Positions	18.0	95%	20.0	95%

Note: Nunavut Arctic College has a total of 190.7 PYs. This table includes 155.2 PYs for Vote 1 and 26.0 PYs for Votes 4/5. The remaining 9.5 PYs are third party positions in Vote 4/5.



2010-2013

**Government of Nunavut
Business Plan**

