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Building *Nunavut* Together
Nunavu liuqatigiingniq
Bâtir le *Nunavut* ensemble

Business Plan

Government of Nunavut & Territorial Corporations

2016-2019



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INTRODUCTION

“*Sivumut Abluqta: Stepping Forward Together*” is the mandate of the Government of Nunavut. It consists of a vision, guiding principles, and priority objectives for the term of this government. It expresses a vision for 20 years from now and seeks to address the needs of Nunavummiut.

Drawing guidance and direction from *Sivumut Abluqta*, the 2016-2019 Business Plan of the Government of Nunavut is the formal statement of the Government’s goals for the next three years. It includes the plans of ten departments and four territorial corporations. The Business Plan is a strategic and operational plan tied to the Main Estimates, which provides details of expenditures projected to be incurred.

The Business Plan is introduced by *Sivumut Abluqta: Stepping Forward Together*. This is followed by an Environmental Scan, an Inuit Employment Plan, and Core Business sections, which detail 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 and Territorial Corporation. Their clients, challenges (constraints and pressures) and opportunities are described.

The **Inuit Employment Plan** provides information on government-wide initiatives to support Inuit employment; and presents aggregated totals of government-wide Inuit employment targets for each occupational category and department.

As in previous year, each Volume has an Inuit Employment Plan section – Volume I presents statistics and targets for the Government of Nunavut departments and Volume II presents statistics and targets for the Territorial Corporations.

This year, in addition to providing an update on human resource capacity, departments/corporations also present itemized priorities to support their individual targets and initiatives as part of their Core Business.

The **Core Business** section describes, for all departments and crown corporations, their business lines, Inuit employment targets and objectives, as well as the corresponding budgets contained in the Government of Nunavut’s 2016-2019 Main Estimates. For each line of business, a status report is provided on priorities identified for the 2015-2016 fiscal year. New priorities for each program are outlined for 2016-2019.

Each department provides a **Financial Summary** of its operations. This information ties the Business Plan to the Main Estimates.

Electronic copies will be available on the Government of Nunavut’s website at www.gov.nu.ca.

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Sivumut Abluqta:
Stepping Forward Together

Government of Nunavut Priorities

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OUR VISION

Looking 20 years into the future, we see a strong and prosperous territory with Nunavummiut who have a positive outlook on life – as residents of the Arctic, as Canadians and as participants in the world economy.

Our vision is to have more well-educated and self-reliant Nunavummiut. We want a majority of youth to graduate from high school, college or university with the same level of capability as graduates anywhere in Canada.

It is a place where Nunavummiut speak, read and write fluently in at least two languages, and live comfortably in the modern world with traditional cultures and values as a guide.

We envision a demand for our renewable and non-renewable resources. It is a Nunavut where we manage and develop our resources responsibly, and one that benefits our workforce and business operators.

Twenty years onwards would show us a place where physical and mental health has improved and where we are optimistic about our future. The rate of addiction and suicide has dropped dramatically, where fewer people rely on social assistance and our communities thrive economically, socially and culturally.

A chapter in our future sees Nunavut engaged in stronger circumpolar relationships and greater partnership between regional Inuit organizations and Canada to build our territory's strength and address challenges.

WHERE WE ARE TODAY

Our People

Nunavut has one of the fastest growing populations in Canada, as well as Canada's youngest; more than 30 per cent of the population is below the age of 15. This growing, youthful population places persistent new demands on the territory's health and education systems, housing stock, infrastructure, and economy.

Inuit in Nunavut have a long history of resilience and self-sufficiency, which has been eroded through changes in the Inuit way of life over the past 50 years. Nunavummiut now face many mental health issues and social ills. Many of our young people are not attending school regularly and fail to graduate with the basic skills needed to pursue post-secondary education, training or employment.

In the near term, community-based solutions must be supported to improve health, social well-being and local economies. In the long term, education and employment are key to addressing many of these issues. Education increases the options available to an individual; through employment, people have more opportunities to assist themselves, their families and the community around them.

As Nunavut's young people grow towards adulthood, our efforts must emphasize self-reliance through the development of skills and employment opportunities so that they can participate fully in the modern, global economy.

Our Land

Nunavut covers one-fifth of Canada's land mass and is becoming increasingly important to our nation's Arctic sovereignty, particularly with the projected growth of shipping in Arctic waters.

Our territory is rich in wildlife, fish and other natural resources. However, Arctic ecosystems are fragile and have long recovery times. Our wildlife management and conservation efforts are under increasing scrutiny at the national and international levels.

Through our innovative co-management structure, Nunavut's natural resources need to be managed in a way that ensures economic benefit for future generations, as well as for Nunavummiut today.

Our Economy

Nunavut's mixed economy has significant potential, but is currently underdeveloped. It includes traditional land use activities, a relatively large public sector, expanding mining and fisheries industries, and small sectors such as arts and crafts, film and tourism.

Growth in the territory's economy depends on the development of transportation infrastructure, the development of a robust community-based business sector, the responsible development of mineral and petroleum resources, and the development of a skilled local workforce.

Employers in all sectors continue to rely on skilled labour from outside the territory. Nunavummiut need to take advantage of education and training in order to benefit from the territory's growing economy, whether as employees or as entrepreneurs in community-based businesses.

Our Territorial Government

Nunavummiut expect that the territorial government reflects their values, traditional knowledge, diversity, and approach to life as residents of the Arctic.

The Government of Nunavut remains committed to its role in implementing the *Nunavut Land Claims Agreement*, which ensures that beneficiaries play a significant role in managing lands and resources as well as in preserving Inuit traditions, cultures and aspirations. Collaborative partnerships with local, territorial, national, and international entities are needed to accomplish our mandate.

The government has the tools that we need to continue strengthening the territory's unique model of governance – one which integrates Inuit societal values, promotes and strengthens use of the Inuit language, achieves a representative public service, engages with circumpolar neighbours, and collaborates with partners to achieve the promise of Nunavut.

GUIDING PRINCIPLES

From its start in 1999, our government has been guided by Inuit societal values. We continue to be guided by these principles as we address our challenges and step forward together towards a brighter future:

- **Inuuqatigiitsiarniq:** Respecting others, relationships and caring for people.
- **Tunnganarniq:** Fostering good spirits 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.

SIVUMUT ABLUQTA: STEPPING FORWARD TOGETHER

Our government is committed to focusing on four priorities that will enable us to step forward together and make Nunavut an even better place for our children and grandchildren.

- **Self-reliance and optimism through education and training**
Our top priority is the development of self-reliance and optimism through quality education and training to prepare Nunavummiut for employment. Education and employment will reduce poverty, improve health outcomes and enhance our ability to look after ourselves, our elders and our children.
- **Healthy families through strong and resilient communities**
Strong communities are made up of healthy families and individuals with the skills and resources to be self-reliant and to contribute to the territory. We must invest in community-based solutions to improve health, social well-being and local economies.
- **Economic growth through responsible development across all sectors**
Nunavut has abundant natural resources – renewable and non-renewable. We must work towards a more diverse economy that will provide Nunavummiut with a wide range of employment options.
- **Good government through wise use of our resources**
As a government, we must focus our limited funds on programs and services that enable Nunavummiut to live healthy and productive lives. While implementing our priorities, we must also review existing government programs and contribution agreements to ensure that we are achieving the outcomes we expect.

These priorities are accompanied by practical actions that are expected to yield measurable outcomes over the term of this Fourth Assembly.

Self-reliance and optimism through education and training

Education is the foundation for employment and self-reliance of individuals and families. Government, communities, teachers, parents, and students share responsibility for improving education outcomes to provide the best possible opportunities for the future.

We will:

- Review and improve the Education Act to ensure quality education, student achievement, and a curriculum that reflects our realities in the Arctic and who we are as Nunavummiut;
- Promote and recognize the importance of early childhood education to prepare children and their parents for a successful start in life and school;
- Work closely with the District Education Authorities to involve parents more actively in encouraging school attendance and contributing to student success; and
- Ensure our schools are safe and welcoming.

We want our children and our grandchildren to be able to speak, read and write in our official languages. A strong bilingual education will instill pride in our youth and motivate positive life choices that enable self-reliance.

We will:

- Strengthen and enhance the use of the Inuit language.

Education will give our territory a skilled and engaged workforce that will help Nunavummiut prosper and grow as a circumpolar people in a globalized economy.

We will:

- Emphasize the basics of reading, writing, math, and problem-solving to ensure our graduates are prepared for post-secondary education and employment;
- Enable Nunavummiut to enter into training to become trades apprentices and to complete their certification requirements on the job; and
- Support labour force training, development and employment through strategic alliances with sector partners.

Healthy families through strong and resilient communities

Strong communities are made up of healthy families and individuals with the skills and resources to be self-reliant and to contribute to the territory.

Too many Nunavummiut rely on government to provide for their basic daily needs. We need to reduce this growing dependence.

We will:

- Review and reform our approach to social assistance to ensure that those who truly need the support receive it, while also investing in economic development to secure a prosperous future for all.

Many Nunavummiut and their families struggle with mental illness, addictions, suicide, and domestic violence. We recognize a role for both traditional and clinical approaches in helping people to regain their health and well-being.

We will:

- Address mental illness, addictions and domestic violence by recognizing and providing resources for community-based solutions that help families and individuals find the care and supports they need for healing and for maintaining sobriety;
- Ensure clinical expertise and facilities are available to Nunavummiut; and
- Working with our partners, renew and strengthen our efforts towards suicide prevention.

Adequate food and housing are fundamental to the health, education and well-being of Nunavummiut.

We will:

- Promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.

As we continue to invest in housing with our partners, we will:

- Develop more energy efficient and economical solutions; and
- Ensure more affordable housing options and alternatives are available to meet people's varied needs, including the needs of a growing elder population.

Economic growth through responsible development Across all sectors

Business and resource development will be the foundation for our future prosperity and success. This development must benefit our territory by making responsible use of our abundant natural resources.

We will:

- Apply sound regulatory processes to attract and manage responsible resource development; and
- Ensure that a sound wildlife management system is in place to benefit Nunavummiut.

Local economic development is most effective when based on a community's own natural resources and skills, as well as its vision for the future. Each community has unique potential to create more employment opportunities for Nunavummiut.

We will:

- Encourage and support economic development initiatives that build on and add value to identified areas of potential, including the harvesting, arts and tourism sectors;
- Promote entrepreneurship and business development by simplifying rules and making it easy for small business operators to comply; and
- Support the development of current and future Nunavut artists in all media to produce high quality work and to market their work across Canada and around the world.

Good government through wise use of our resources

We will deliver our programs and services in an effective, efficient and economical manner. We will focus our limited funds on programs and services that enable Nunavummiut to live healthy and productive lives.

At the same time as we are implementing our priorities, we will:

- Review government programs to determine what is working well, what needs improvement, and what we should stop doing in order to focus our resources on enabling Nunavut's success; and
- Ensure recipients of Government of Nunavut funds are providing the outcomes we expect from our investment.

We must ensure a strong and sustainable public service by providing opportunities for Nunavummiut to enter and advance in government roles. We will continue to work towards becoming a representative public service.

We will:

- Continue to improve the fair and transparent practices used for staffing and career advancement in the public service;
- Ensure that all government departments and public agencies work actively towards enhanced Inuit employment; and
- Continue to invest in the education and development of all current and potential public servants, with an emphasis on increasing Inuit employment in professional and leadership roles in government.

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Environmental Scan

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ENVIRONMENTAL SCAN

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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.

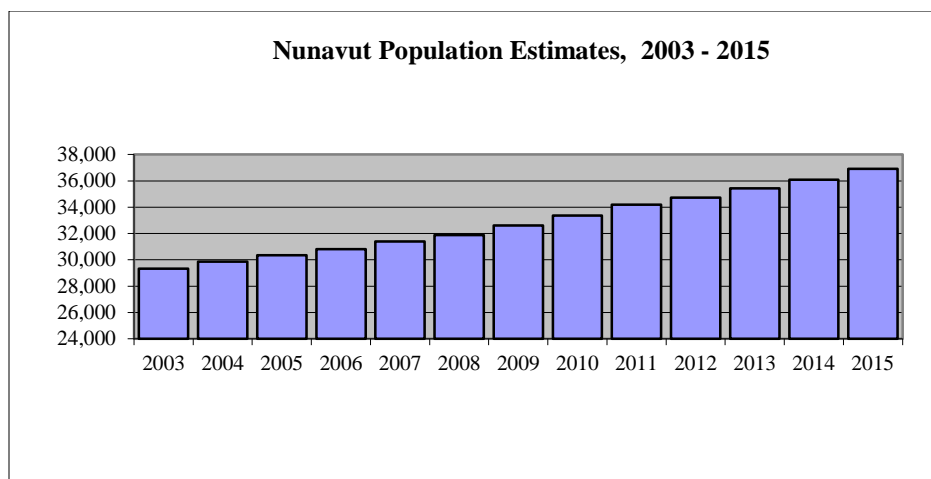
The environmental factors having the most direct impacts on our work include:

- 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. On average, the population has been growing by 2.0 percent annually since 2003. In total, the population has grown by 25.9% percent over the past 13 years. By comparison, Canada has grown an average of 1.0% annually or by a total of 13.3% over the same period.



Source: Statistics Canada, Demography Division

As of 2015, the median age of the Nunavut population was 25.8 years, compared to 40.5 years in Canada. The youthfulness of Nunavut is apparent, as 31.1% of the population is below the age of 15, compared to 16.0% in Canada. Despite the youthfulness, the population is aging, as the number of seniors has doubled since 2003. Seniors, however, presently make up a small

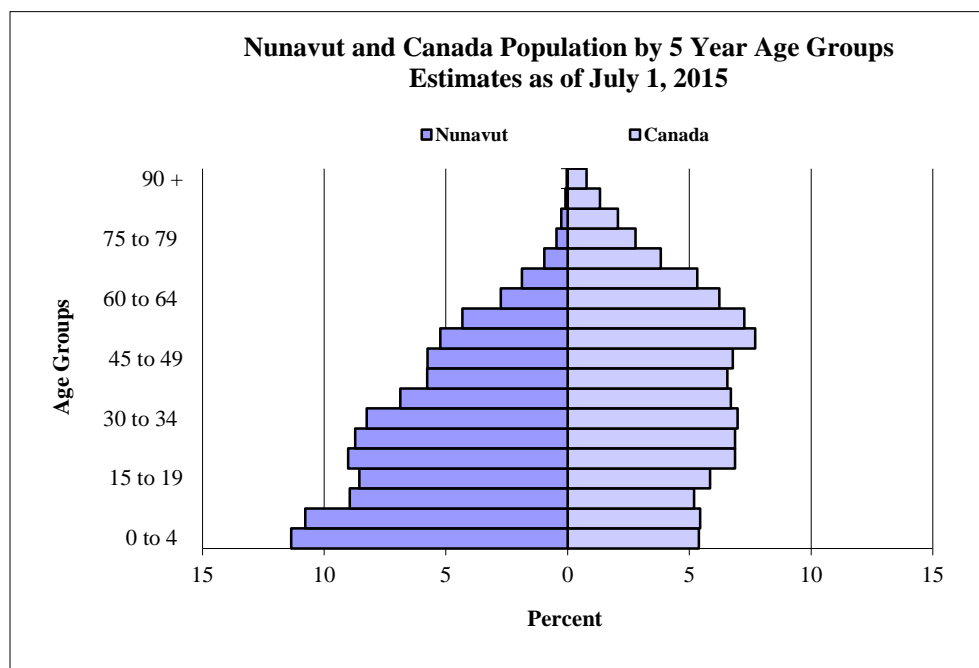
percentage of the population, where 3.7% are 65 years of age and older, as compared to 16.1% in Canada.

**Nunavut and Canada Population by age groups
Estimates as of July 1, 2015**

Age Groups	Nunavut	Canada	Nunavut %	Canada %
Less than 15 years	11,475	5,749,396	31.1	16.0
15 to 64 years	24,084	24,321,452	65.2	67.8
65 years and over	1,360	5,780,926	3.7	16.1
Total	36,919	35,851,774	100	100

Source: Statistics Canada, Demography Division

The population pyramid shows the difference in the age structure of Nunavut and Canada. The large percentage of younger Nunavut residents and the general pyramidal shape of the age structure reflect a youthful population. In Canada, the large ‘bulge’ in the older age groups reflects the aging baby boomers and a significantly older population in general.



Source: Statistics Canada, Demography Division

Nunavut’s population continues to place new demands on the health and education systems and on the wage economy. Changing demographics pose challenges, but also offer opportunities, for all departments and agencies within the Government of Nunavut. In order to effectively plan for the 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.

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 36,919 (as of July 1, 2015). This results in a population density of only 0.018 people per square kilometre. By comparison, Canada has a population density of 3.6 people per square kilometre (based on 9.985 million km², with a population of 35,851,774).

Nunavut Community Population Estimates as of July 1, 2014

Iqaluit	7,542	Taloyoak	998
Rankin Inlet	2,820	Coral Harbour	961
Arviat	2,611	Kugaaruk	953
Baker Lake	2,164	Sanikiluaq	924
Igloolik	2,007	Arctic Bay	875
Cambridge Bay	1,684	Hall Beach	895
Pond Inlet	1,673	Qikiqtarjuaq	526
Pangnirtung	1,613	Kimmirut	481
Kugluktuk	1,591	Whale Cove	456
Cape Dorset	1,508	Chesterfield Inlet	387
Gjoa Haven	1,370	Resolute	247
Repulse Bay	1,068	Grise Fiord	163
Clyde River	1,039	Unorganized Areas	29

Source: Nunavut Bureau of Statistics

This widely dispersed population presents a significant challenge, given the steep cost of transportation. In order to serve the public, there is 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 many government departments are located in the capital city of Iqaluit, but their operations must remain focused on the needs of all Nunavummiut. The 25 communities served by the Government of Nunavut, are widely dispersed, 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 are addressed.

Economy

Nunavut’s mixed economy is characterized by a relatively large public sector and a rapidly expanding mining industry. Numerous economic sectors hold great potential, but are currently underdeveloped, such as tourism, fisheries, arts & crafts and film. Traditional land use activities remain an important part of the economy.

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.

Economic Development and Entrepreneurship

The private sector, especially small Nunavut-based businesses, still represents only a small portion of the economy compared to other Canadian jurisdictions. 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 limit the growth of the economy generally, and the entrepreneurial sector in particular, and must be addressed through education and skills development.

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. In fact, over the past few years, Nunavummiut have benefited significantly from mine development, exploration, and mineral production.

Between 2012 and 2015, commodity prices were generally fluctuating below their post-recession peak attained in 2011. The level of mineral exploration spending is anticipated to increase in 2015. The gold production of the Meadowbank mine represents about a fifth of Nunavut's GDP. The operator, Agnico-Eagle Mines, also owns the Meliadine gold project near Rankin Inlet. Located about 50 kilometers northwest of Meadowbank, the new Amaruq project is also increasingly promising. Agnico-Eagle Mines has indicated that the company plans on operating in Nunavut for several decades. In the Qikiqtaaluk region, the Baffinland Iron Mines' Mary River mine started production in September 2014. The first shipment of iron ore occurred in August 2015. In October 2014, the company put forward a proposal to triple the production (compared to the approved plan) and to ship ore ten months of the year.

Nunavut has significant petroleum potential. Current estimates place its conventional undiscovered resources at 25 percent of Canada's conventional crude oil resources and 34 percent of Canada's conventional natural gas resources. Significant future exploration activity will be required for a more accurate picture of Nunavut's oil and gas potential, since the current knowledge is very dated.

Tourism and Cultural Industries

Nunavut's distinctive attractions have tremendous potential to support the development of tourism. Inuit cultural activities, the arctic environment and wildlife form the basis for viable economic activities and help create sustainable livelihoods for families through the arts, crafts, and tourism. From soapstone carvings to the production of feature films, Inuit knowledge is applied in many artistic media today. Inuit and arctic themes enjoy wide recognition and appeal to select North American and global markets.

Nunavut's trade of locally produced authentic products faces many challenges. On the supply side, Nunavut businesses and artists need to become export-ready, to develop value-added components, and build the capacity to enter extra-territorial markets. Artists in all disciplines need to innovate. On the demand side, viable niche markets for Nunavut products need to be developed or expanded through branding, product development, marketing, and establishment of distribution channels. Nunavut produces unique products in film, arts and crafts, music, the performing arts, publishing, and tourism. Each segment provides important economic opportunities for the territory.

The tourism sector brings external capital into the territory and promotes Inuit culture. It plays a key role in enhancing Nunavut's reputation in Canada and abroad. Tourism has regained most of the ground it had lost during the global recession of 2008/2009.

Marketing arts, crafts and the territory to tourists 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 they contribute to the success of other economic sectors. Nunavut is increasingly on the list of tourists' aspirations. However, accessibility of markets needs to be fostered and marketing opportunities need to be pursued and supported.

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 foster the conditions to help create private sector employment, as it did rather successfully in the past.

On average, from August 2015 to October 2015, the number of employed people in Nunavut was estimated at 12,900, an increase of 300 persons from the same period in the previous year. The participation rate also rose, from 62.5% to 64.7%. Over the past 12 months, employment for both Inuit and non-Inuit residents has moved up. In percentage terms, employment grew at a solid rate of approximately 3% annually since 2009.

Career Development

A review of Apprenticeship, Trades, and Occupations Certification in the territory is imminent. This exercise will include review of internal operations of the Career Development Division and of the Act and Regulations.

This review comes at an appropriate time when there is a national movement towards apprenticeship harmonization and recognition to facilitate apprenticeship mobility across jurisdictions. The federal apprenticeship harmonization initiative and the apprentices labour mobility protocol will have implications for policy development in Nunavut.

The Government of Nunavut is currently reviewing the Canada Job Grant Program and any changes as per that review will need to be incorporated into the Canada Nunavut Job Grant labour market program. It is likely that a new Labour Market Development Agreement will be negotiated with the new federal government within the next fiscal year. This new agreement will have both policy and program implications.

The Government recognizes that more specialized programs need to be introduced in Nunavut. As a result, more programs targeted at the youth will be developed. A labour market program for persons with disabilities is anticipated to be implemented within five years.

Given the need for in-person client service in the field, additional career development officers will be needed in more communities throughout the territory. This will facilitate better and more use of labour market programs for training and educational purposes. It will also help facilitate community outreach.

Income Assistance

The Government of Nunavut administers a variety of benefit programs that provide various levels of financial assistance to people 18 years of age and over and their dependents. Income Assistance programs include Social Assistance, Senior Fuel Subsidy, Senior Citizens Supplementary Benefit, and Daycare Subsidy.

Income Assistance continues to face increasing financial pressures. Its expenditures have increased from \$27.95 million in 2010/2011 to \$40 million in 2014/2015. In 2014/2015, more than 15,000 residents were receiving support representing 43% of Nunavut's population.

The Government is seeking ways of making income assistance programs work better for its clients. As a result, the Government conducted community engagement in all 25 communities across the Territory, which presented an excellent opportunity to receive feedback from all stakeholders. The community engagement will be a catalyst for positive changes to the Income Assistance program.

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 expand the link between Income Assistance and other service providers like Nunavut Arctic College and the Career Development Division to provide Nunavummiut with increased options for education, training, and employability skills to encourage them to become full participants in their community and the Nunavut Economy.

Nunavut Average Social Assistance Caseloads by Community for 2014				
Community Name	2014 Total Count	2014 Average Monthly Caseload	2013 Average Monthly Caseload	Change () decrease
Arctic Bay	1,797	150	153	(3)
Qikiqtarjuaq	1,348	112	107	5
Cape Dorset	3,599	300	295	5
Clyde River	2,473	206	192	14
Grise Fiord	157	13	11	2
Hall Beach	1,548	129	139	(10)
Igloolik	3,187	266	261	5
Iqaluit	5,069	422	429	(7)
Kimmitut	984	82	79	3
Pangnirtung	2,389	199	191	8
Pond Inlet	2,547	212	239	(27)
Resolute Bay	93	8	8	0
Qikiqtani Region:	25,191	2099	2104	(5)
Arviat	4,249	354	376	(22)
Baker Lake	2,137	178	150	28
Chesterfield Inlet	401	33	27	6
Coral Harbour	1,333	111	126	(15)
Rankin Inlet	1,682	140	123	17
Repulse Bay	1,513	126	130	(4)
Sanikiluaq	2,582	215	217	(2)
Whale Cove	599	50	51	(1)
Kivalliq Region:	14,496	1207	1200	7
Cambridge Bay	1,662	139	132	7
Gjoa Haven	3,668	306	299	7
Kugluktuk	3,036	253	261	(8)
Kugaaruk	2,120	177	188	(11)
Taloyoak	2,496	208	213	(5)
Kitikmeot Region:	12,982	1083	1093	(10)
	-			
Nunavut Total:	52,669	4389	4397	(8)

Note 1: While the Department of Family Services, Government of Nunavut, uses reasonable efforts to provide accurate and up-to-date information, some of the information collected to provide these statistics is based on manual data. Nunavut is currently in the process of deploying an automated system throughout the territory.

Poverty Reduction

Poverty in Nunavut has many dimensions. It is linked to food insecurity, inadequate access to housing, poor health, low rates of school achievement, low income, addictions, and family violence.

The Government of Nunavut works with various stakeholders in poverty reduction. The Department of Family Services is responsible for chairing the Nunavut Roundtable for Poverty Reduction and the Nunavut Food Security Coalition and for guiding the implementation of *Makimaniq II: Our shared approach to poverty reduction*. The Roundtable and Coalition provide forums to create territory wide and cross-sector consensus on social challenges related to poverty reduction. They are examples of the application of Article 32 of the Nunavut Land Claims Agreement. They bring together partners under a joint commitment and shared accountability to work together and contribute to the work to be done to achieve the shared vision of poverty reduction and reduced food insecurity.

The work of poverty reduction requires identifying barriers created by policies and advocating for change. This work requires collaboration and a sustained commitment by governments, Inuit organizations, communities, non-government organizations, and businesses across many sectors. Addressing poverty will require ongoing public engagement in the development and implementation of solutions, increased capacity to collaborate and openness and willingness across departments to prioritize collaboration and policy and program reform.

Nunavut shelters operate at overfill capacity and there are urgent infrastructure needs to be addressed.

Social and Cultural Factors

Culture and Heritage

While the Government of Nunavut follows the guiding principles of Inuit Societal Values outlined in *Sivumut Abluqta: Stepping Forward Together*, much work remains to be done to reflect those values in all of the government's policies, programs, and workplaces.

Nunavummiut have expressed a desire to have a government that reflects Inuit values, traditional knowledge, and approach to life. The Government of Nunavut continues to integrate Inuit Societal Values, makes progress towards a representative level of Inuit employment, and strengthens and enhances the use of the Inuit Language.

The strengthening of our culture will be fundamental through education and training, one where our children and grandchildren will be able to speak, read and write in all official languages. Nunavummiut will need to utilize all available resources to accomplish this task, resources such as our untapped heritage assets.

Language

In 2008, the Government of Nunavut passed two pieces of legislation that made Canadian history. The *Official Languages Act* and the *Inuit Language Protection Act* provide an

unprecedented level of protection for an Aboriginal language in a Canadian jurisdiction. The Acts confirm that in the Territory, Inuktitut, French, and English have equal status and affirm the right of our residents to service in their official language of choice. At the same time, they provide special support to Inuktitut, the mother tongue of most Nunavummiut, and one of Canada's unique cultural treasures.

According to the 2011 Census counts, 27,070 (or 84.8%) out of 31,405 persons reported an Inuit identity in Nunavut. At that time, Inuktitut (both Inuktitut and Inuinnaqtun together) was the most predominant mother tongue in Nunavut, with 21,515 persons declaring it as their only mother tongue, followed by English, with 8,925 persons, and French with 435 persons.

The proportion of persons in Nunavut whose only mother tongue was Inuktitut was 68% in 2011, down from 70% in 2006. The proportion of Nunavummiut who spoke Inuktitut most often at home also declined slightly during that five year period, from 54% in 2006 to 52% in 2011. Although English was the only mother tongue of about 28% of Nunavut residents in 2011, it was the language spoken most often at home for 46% of the population. French as a mother tongue represented about 1.4%, and it was the language spoken most often for 0.8% of the population.

According to the 2011 National Household Survey (NHS), for those persons aged 15 and over in Nunavut who have worked since January 1, 2010, an estimated 10,690 out of 14,785 (or 72.3%) reported using English most often at work, 3,915 (or 26.5%) reported using Inuktitut, and 60 (or 0.4%) persons reported using French most often at work.

Nunavut's new *Official Languages Act* was approved by the Legislative Assembly on June 4, 2008, came into force on April 1, 2013. The new Act maintains all the rights and privileges of English and French speakers, while raising Inuktitut to equal status. This level of statutory protection of an aboriginal language is unprecedented across Canada. The Act creates obligations for the Legislative Assembly, the Courts, and the Government of Nunavut to actively offer their communications and services to the public in the official languages at their head or central service offices, including other offices where there is significant demand or due to the nature of the service (safety, security, and health of the public).

The *Inuit Language Protection Act* was proclaimed in September 2008, and most of its provisions are now in force. The Act responds more specifically to the challenges confronting Inuktitut and its speakers by protecting and promoting its use, quality, and prevalence throughout Nunavut society. The Act guarantees the right to education in Inuktitut, protects unilingual and bilingual territorial public servants who prefer to work in Inuktitut, and defines specific obligations for government, municipalities, and businesses for the provision of their day-to-day services generally available to the public in Inuktitut.

The Government of Nunavut is committed to implementing Nunavut's new language legislation by ensuring its spirit and intent are reflected in government policies, programs, and services. With input from people and organizations across Nunavut, and with the support of Nunavut Tunngavik Incorporated and the Office of the Languages Commissioner, the Government of Nunavut adopted in October 2012 a comprehensive plan to implement the provisions of these

laws. This plan is called Uqausivut. The plan identifies implementation measures through which departments and public agencies will meet their obligations under the language legislation.

The role and responsibility for implementation, development, and enforcement are assigned to different bodies. The Minister of Languages is responsible for coordinating the implementation, management, monitoring, and evaluation of the legislation by departments and public agencies. The Minister is also mandated to promote the equality of Official Languages in Nunavut, and to create policies or programs to support the revitalization of Inuktitut among youth and communities with concerns of language loss, and strengthening its use among all Nunavummiut.

The Inuit Uqausinginnik Taiguusiliuqtiit was established under the *Inuit Language Protection Act* as an independent body of language experts. They have the mandate to develop and standardize terminology, expression, usage, and orthography for the modern use of Inuktitut in government and business.

The Office of the Languages Commissioner has an expanded role in the investigation of concerns about language services both in the public and private sectors, and in finding innovative solutions and, if necessary, seeking remedies for serious violations of the Acts through the Nunavut Court of Justice.

The overall responsibility for supporting the implementation of the language legislation is also shared between the Minister of Languages, all departments, and all public agencies. Under the legislation, each department and public agency is accountable for the efficient and effective implementation of its statutory language obligations, both to Executive Council through its administrative head, and to the Legislative Assembly through its Minister.

Inuit Societal Values

Elders provide cultural continuity, help develop leadership, and pass on our traditional skills and knowledge. Sivumut Abluqta identified as a priority for this Government to use approaches that reflect Inuit Societal Values to build a strong future for Nunavummiut.

Programming that collaborates with Elders will focus on Inuit social knowledge & values, Inuit ways of counseling, cultural teaching for healthy living, traditional skills & knowledge workshops, on land based healing and wellness & counseling.

Community based Inuit Societal Values Projects are initiatives to promote Inuit Qaujimagatuqangit and to strengthen the role of Elders in addressing the social problems and issues in Nunavut. The intent is to provide Inuit with the opportunity to have a say in maintaining order and peace according to their culture and tradition, as well as identifying gaps in and finding possible solutions to community and social wellness issues.

Youth

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

While the Government of Nunavut promotes positive role models and encourages youth to participate in or volunteer for community events, there is always 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.

Even with efforts to promote healthy and active youth, challenges persist, which can have negative impacts on the self-esteem and productivity of our youth. The suicide prevention strategy draws attention to the most alarming of these challenges, and the forthcoming implementation plan will address some of the most significant challenges facing youth.

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 & tradition, and provide youth with 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.

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 hundreds of archaeological artifacts, palaeontological specimens, cultural landscapes, and Inuktitut toponymy. The archival record is captured in written documents, photographs, moving images and oral histories that represent political developments, family histories, Inuktitut dialects, and evolving traditions. In addition, Nunavut's community libraries are a vital part of the information environment of Nunavut and its residents; the Foster Parents Resource Collection and Summer Reading Programs help sustain Nunavut and Inuit Societal Values.

The Government of Nunavut continues to evolve its policies, which integrate Inuit Societal Values broadly into its framework, progressing to reach a representative level of employment for beneficiaries, integrating and promoting of the use of Inuktitut language based on the territory's rich history and culture.

Educational Attainment

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

According to the 2012 Aboriginal Peoples Survey, 42% of Inuit aged 18 to 44 had a high school diploma or equivalent in 2012. Of these high school graduates, 15% of Inuit had left school at least once before later returning to obtain a high school diploma.

The 2012 Aboriginal Peoples Survey also showed that 26% of Inuit aged 18 to 44 had postsecondary credentials, that is, a certificate, diploma, or degree above the high school level. The corresponding figure for the non-Aboriginal population in 2011 was 64%, according to the National Household Survey.

Proportion with selected levels of educational attainment among Inuit population aged 25 to 64 living within or outside Inuit Nunangat, Canada, 2011		
Selected levels of educational attainment	Within Inuit Nunangat	Outside Inuit Nunangat
	Percentage	
Postsecondary qualifications	28.2	53.3
Trades certificate	12.4	15.5
College diploma	12.7	22.4
University certificate below bachelor	1.3	2.7
University degree	1.9	13.0

Source: Statistics Canada, National Household Survey, 2011

The differences in educational indicators are also 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

	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%

Source: Statistics Canada, Selected 2006 Census Data on the Aboriginal Identity Population, Publication 89-636-x.

Educational Needs

Geography continues to have an impact on the delivery of education at all levels in Nunavut as it influences all aspects of the educational system ranging from early childhood to post-secondary education.

Nunavut's vast geography and the remoteness of its communities often results in a lack of infrastructure which leads to higher costs for essential resources needed for the delivery of programming. Whether it be housing required for educators, shipping of material or development of information technology infrastructure, higher costs mean challenges.

Despite these challenges there are opportunities for improvement and a suite of programmatic responses are underway to support students to graduate so that they can take advantage of their options to continue their education in post-secondary programs, including trades and apprenticeship training, as well as to increase participation in the labour force.

Early Childhood Education

The availability of affordable childcare is critical as Nunavut seeks to increase the median level of education of its citizens. With higher graduation rates and a greater number of post-secondary graduates, more people will seek to enter the labour force, and the lack of childcare is a labour market barrier. The availability of space in which to build childcare facilities is a significant issue as few non-governmental organizations have the means to support capital projects. Facilities also struggle to maintain a stable pool of labour as wage levels of early childhood educators cannot compete with wages in the public sector. Despite efforts to train new early childhood educators and enhance the skills of existing educator's turnover is still an issue.

In Nunavut, licensed childcare facilities and early childhood programs are operated by non-governmental societies. The Government of Nunavut through the Department of Education delivers a number of programs to support these societies including daycare startup grants, funding for operation and maintenance of childcare facilities, funding for young parents to pay for their child to attend a licensed childcare facility in order for a parent to remain in school, obtain their high school diploma, and funding to assist with the costs of ensuring facilities are safe and secure. Education is also responsible for the inspection of childcare facilities in accordance with the *Child Day Care Act* and Regulations and for providing training support to facilities so that they can remain in compliance with this legislation. In addition, all new schools in Nunavut are planned so that space exists for a daycare to operate in the building.

Kindergarten to Grade 12 (K-12) Schools

The Nunavut K-12 system continues to make incremental progress as the number of graduates has risen steadily since the inception of the territory. Despite these gains, Nunavut remains the jurisdiction with the lowest achievement levels in terms of number of graduates; often considered a key measure of system success.

Recently, the department has attempted to shift focus to ensure that the basic building blocks of a solid education system are in place, which includes a K-12 curriculum supported by resources and assessment practices that both reflect the needs of Nunavut learners as well as the ability to increase accountability. The department is redoubling its efforts to increase the capacity of the

school system to deliver and evaluate student literacy in its official languages. The adoption of a system-wide guiding reading program for K-4 is underway. This initiative is intended to ensure that teachers are trained, supported, and given the resources they need to support students to become literate. Increasing the quality of instruction in the early years is a key factor in reducing dropout rates, as those same students will no longer become frustrated by learning challenges and disengage with the school program as they move into higher grades.

Nunavut's school attendance rates are also among the lowest in the country and this impacts student achievement. Even missing one day of instruction per week can result in years of instruction being lost and in turn lower student achievement. This complex issue is difficult to address but one strategy has been to document and promote strategies that will increase parental and community engagement with schools. This strategy has begun with the development of "*It Starts at Home*" – *Family Engagement: A Resource for Nunavut Schools*. This document provides comprehensive information to school staff and families on ways to support family engagement and other topics such as report cards, parent-teacher meetings, homework, internet safety, and cyber-bullying.

Adult Education

Adult education in Nunavut has evolved over the past number of years as employers have continued to put pressure on the public sector to ensure that the labour force is equipped to be literate, numerate and with all essential employability skills. This has translated directly into greater pressure on the K-12 system to produce more graduates with the literacy and numeracy skills required by employers. This pressure has also impacted Nunavut Arctic College. In response, the college has taken pains to increase both the quality and number of programs delivered at the post-secondary and academic readiness levels in order to support adult learning.

The Department of Education is primarily involved in Adult Education in a governing role, with the exception of programs designed to support adults to attain their secondary school diploma such as Pathway to Adult Secondary School. As Nunavut's only post-secondary institution responsible for the delivery of education and training programs for adults, the college provides programming to meet the needs of adult learners. The creation of the Department of Family Services has resulted in the consolidation of those programs designed to financially support individual adults, employers, and non-profit organizations seeking to undertake post-secondary education or labour market development training.

Nunavummiut who obtain credentials such as certificates, diplomas or degrees are better prepared for and much more likely to obtain employment either with the public or private sector. Furthermore, facilitating more secondary and post-secondary graduate success is a key factor in enabling the Government of Nunavut to live up to its Article 23 requirement to work towards a representative workforce in the public service.

As the Department of Education and Nunavut Arctic College, through its regular programs or through the Pathway to Adult Secondary School, increases the number of high school graduates these individuals will potentially enter the post-secondary system. This results in a higher demand for programs delivered by Nunavut Arctic College and a higher demand for funding

from programs like Financial Assistance for Nunavut Students and Adult Learning and Training Supports delivered by Department of Family Services.

Responding directly to the needs of private sector employers and the GN itself, a sustained effort has been underway to invest in Adult Basic Education in Nunavut to address the skills gap that results from low high school graduation rates. This has resulted in an increase in resources such as the production of new placement tests, essential skills curriculum, bilingual reading resources reflecting the balanced literacy approach, professional development workshops, and in the overall number of academic and work readiness programs offered by Nunavut Arctic College. The Department of Family Services has provided a corollary investment in individuals who undertake this training and who seek employment afterwards.

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 report of health status of Nunavummiut remains 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 significant public health issue for the government. Social problems such as substance abuse, addiction and suicide rates continue to be a serious concern.

The Government of Nunavut recognizes the importance of improving health indicators, and continues its focus on healthy living and injury prevention. The Department of Health continues to be proactive in its messaging to the importance of active living, eating nutritious foods, and abstinence from drugs, tobacco, and alcohol as the foundations of prevention.

The Government of Nunavut's Department of Health's health promotion programs continue to engage Nunavummiut and develop community programming to reduce tobacco use and promote food security and nutrition. All GN departments and agencies work together with community partners and stakeholders to promote healthy living.

Healthy living encourages healthier pregnancies, lower rates of chronic and communicable disease, and improved mental wellness. Traditional and clinical approaches both play a role in helping people to maintain or regain their health and well-being. Healthy living is also closely related to providing Nunavummiut with structures that support healthy living. This includes having the right to safe drinking water, safe and adequate housing, and access to recreation centres, good education, economic development, clean living environments, community and family ties, and above all, quality of life.

Sustainability of the Health System

Strengthening the overall financial and administrative management of Nunavut's health care system is vital to the sustainability of service delivery in the territory. Nunavut's health care system faces many challenges. The GN is taking a proactive approach to patient centered, innovative health solutions through technology and quality of care to ensure that clinical expertise and services are available to Nunavummiut. Work is continuing towards improving mental health and addictions services, to identify and address gaps in the long-term care service continuum. The Government of Nunavut continues to invest additional resources into public

health, recognizing that by making investments in health promotion and preventative care now, will help reduce the high cost of primary health care in the future.

In order to help contain cost increases and to ensure the delivery of quality services, proactive steps are being taken to strengthen financial and human resource management. Greater emphasis is being placed on the model of care, evaluation of departmental programs and services to ensure effectiveness and efficiency. The department will be developing a model for appropriate staffing complements and levels within the different communities. Health care renewal will be achieved through community engagement and ownership, quality of care and patient safety, investments in care providers and by streamlining bureaucratic processes.

Health Information

The ability to effectively design, deliver, and evaluate programs, and perhaps more importantly, report on the health status of Nunavummiut remains to be a departmental priority.

The first phase of the Interoperable Electronic Health Record (iEHR) will be completed by December 2017. The iEHR will provide the department with a sophisticated, accurate and secure clinical information system that will help direct limited resources and provide an ability to contribute clinical information and reporting capabilities that will improve overall public health surveillance.

Child and Family Services

The Government recognizes the importance of providing specialized care services for Nunavummiut within the territory. In order to ensure the delivery of care closer to home to better serve its clients, the Department of Family Services is focusing its efforts on expanding the residential care program in Nunavut, and on providing additional training and support to foster parents to be able to care for children with complex needs.

Repatriation initiatives for clients out of territory are continuing.

The GN continues to focus on prevention and early intervention in the area of child and family services and is engaging with communities and stakeholders to ensure delivery of programs and services that meet the needs of Nunavummiut.

Justice & Crime Prevention

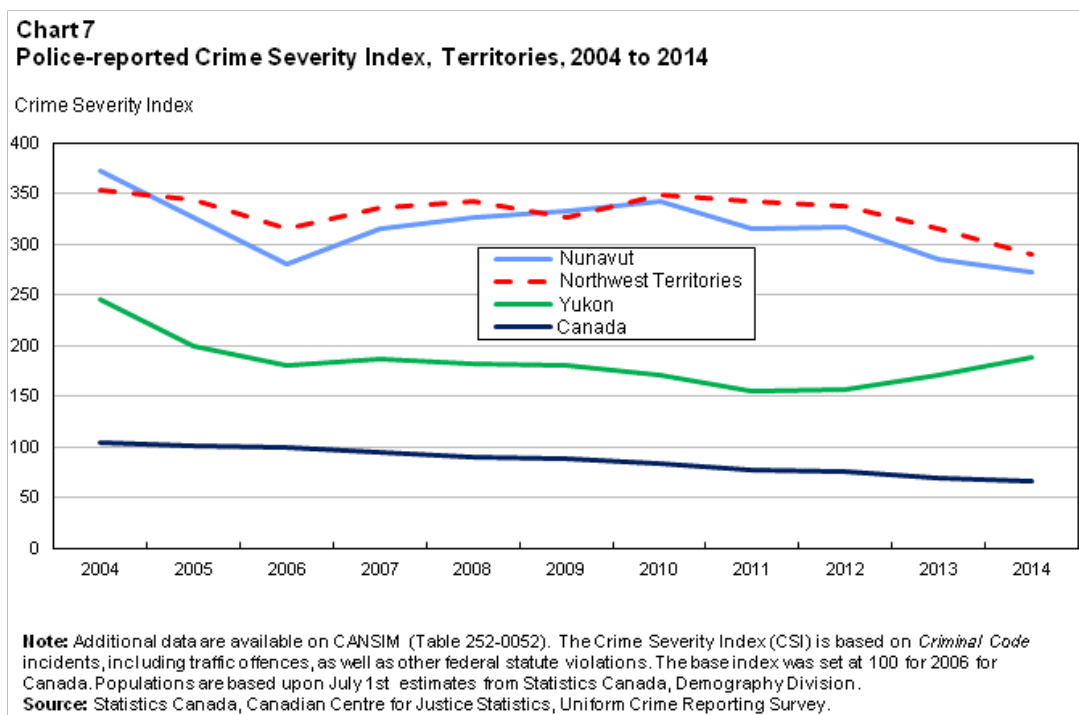
A number of factors establish unique challenges for the administration of justice in Nunavut. Some of these factors include a high incidence of crime (particularly violent crime), addiction, and mental illness, strain on the resources of the courts, corrections, and police, and developing trends in crime.

Crime Rate

The most recent statistics from the Nunavut Court of Justice indicate an overall decline in crime rates in Nunavut. The number of adult charges had risen steadily from 2000 to 2012 (when it peaked at 7551 charges), but has since declined in 2013 (6455 charges) and 2014 (5445 charges). Youth charges has seen a similar decline from a peak in 2010 (1247 charges) to 2014 (451 charges).

Although there has been a decrease in overall reported crime rates in 2013 and 2014, the rate of violent crime in Nunavut still far exceeds the National average. As indicated in the chart below, in 2014 the rate of violent crime in Canada was 1,039.3 per 100,000 persons, while it was 7,934.9 per 100,000 in Nunavut. This indicates that the risk of violent crime in Nunavut is almost 8 times higher than the average in Canada. (Source: *Statistics Canada*, July 22, 2015)

The Crime Severity index calculates the seriousness of the average crime reported, by taking into account harm and sentence imposed. Nunavut’s Total Crime Severity Index in 2014 was 272.0, which is second only to the Northwest Territories (290.5), and far exceeds the national average of 66.7.



Many factors could help explain the high rate of crime in Nunavut, including lower overall education attainment, overcrowded homes, and poverty. However, it appears that the majority of crime in Nunavut is committed while the offender is under the influence of intoxicating substances such as alcohol or drugs. Substance abuse is a major factor in criminality in the Territory.

Addiction and mental health concerns have had, and continue to have, an impact on a wide range of the population. Many offenders have been victimized themselves or suffer from an undiagnosed and/or untreated mental illness or intellectual disabilities such as Fetal Alcohol Spectrum Disorder. This underscores the necessity for a coordinated approach to address addiction and mental illness and promote healthy and safe communities.

Addressing the root causes of crime through community driven and culturally appropriate initiatives is essential to tackling our crime rates. The Department of Justice, Community Justice Division, is implementing various community-based programs under a coordinated Crime Prevention Strategy as well as programs and services for victims. However, prevention requires a coordinated response involving individuals, families, communities, private organizations, the police, and various government departments. In 2015, the Community Justice Division collaborated with the Department of Health to establish the joint Ikajuqtigiinniq Project focusing on crime prevention and wellness at the community level.

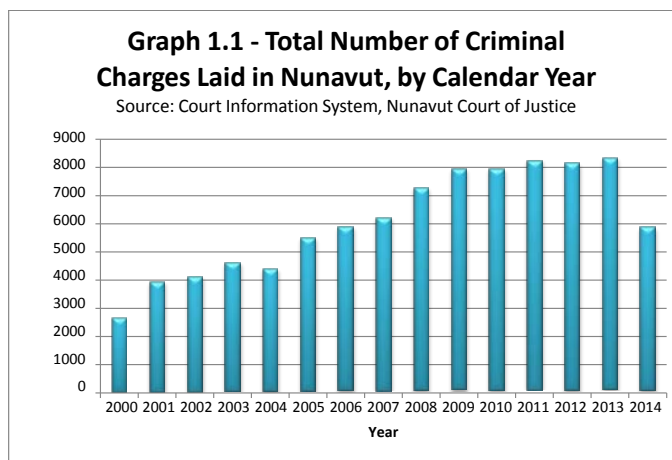
Corrections

The Government of Nunavut is making progress in its corrections role. The Department of Justice opened Nunavut's first women's correctional facility in June 2010, and the Rankin Inlet Healing Centre in February 2013, and the Makigiarvik Correctional Centre in 2015 both for minimum and medium security inmates. These facilities have alleviated some corrections overcrowding and have facilitated better separation of minimum, medium, and maximum security inmates. Decreased overcrowding allows for a greater focus on programming for our offenders. However, the Nunavut corrections system still requires a new facility capable of housing maximum security inmates. The Office of the Correctional Investigator (2014) and the Auditor General of Canada (2015) released reports on Nunavut's corrections system, which identified certain areas of concern. The Department of Justice has worked to resolve many of these concerns, and continues to work to address other corrections issues raised by the reports.

Courts

High crime rates place extra stress on the court system. Criminal cases continue to consume a substantial proportion of the Nunavut Court of Justice's time and resources. The Nunavut Court of Justice currently has 10 homicide trials on its docket in addition to numerous other criminal matters. There are currently five resident judges with the Nunavut Court of Justice. In 2015, the Court added one new judge, while one retired and another took an appointment in the Northwest Territories. The court also has a roster of about 50 deputy judges and the judges of the Supreme Court of the Northwest Territories and Supreme Court of Yukon continue to be ex-officio judges of the Nunavut Court of Justice. The court's use of deputy judges rose from 22 sitting weeks in 2013 to 38 sitting weeks in 2014.

The following chart, illustrates the number of criminal charges laid in Nunavut from the year 2000 to 2014, showing a notable decrease in cases from 2013 to 2014.



Alternatives to the formal court process, such as therapeutic or wellness courts, as well as programs that focus on the root causes of criminal activity must be enhanced so that fewer offenders become involved in the justice system and end up before the Court.

Policing

The RCMP continues to work diligently to ensure public safety and security in Nunavut Communities. RCMP “V” Division has 142 positions under the Territorial contract with officers in 25 communities across Nunavut.

The RCMP in recent years has focused efforts on the illegal sale of drugs and alcohol through increased intelligence gathering and community dialogue. By sharing information and listening to communities, the RCMP continues to build relationships to lead to a greater ability to identify at-risk individuals and implement preventative measures to stop crime before it happens.

The Department of Justice and the RCMP agree that police should represent the community they seek to protect. Therefore, a shared focus on the recruitment of Inuit officers and the promotion of Inuktitut among officers is ongoing. Inuktitut training, increased community involvement, youth programming, and a dedicated recruiting unit have been implemented to promote the force and encourage Inuit to consider a career in policing.

An RCMP force which is part of the fabric of our communities and which is made up of more Inuit and Inuktitut speaking officers will result in better policing and less crime in Nunavut.

Trends

Despite the recent drop in reported rates of crime, additional strain on our courts, corrections, and police, may increase if the Federal Government takes further steps to lengthen sentences and remove judicial discretion through the establishment of mandatory minimum sentences.

Nunavut's young demographic and rapid population growth will continue to put a strain on the formal institutions of the criminal justice system. Youth are more likely to come into conflict with law enforcement, which has a direct impact on the resources required to assist offenders, victims, and communities. Education, recreation, and employment opportunities for young people are essential keeping youth on the right side of the law.

Additionally, resource development and an influx of people and money into Nunavut may serve to exacerbate current crime and public safety concerns. Work must be done to coordinate stakeholders in the government, police, justice, Inuit Organizations, and the private sector to prepare for the social and judicial consequences of increased economic activity.

The challenges faced in the administration of justice are not only those that require immediate responses to immediate issues, but involve the capacity to look forward and be ahead of developing trends in crime. The illegal importation of prescription drugs, the abuse and trafficking of heavier narcotics (such as cocaine and heroin), money laundering and fraud are examples of crimes not yet prevalent in the Territory, but which the RCMP has noted recent occurrences. It is important for all justice stakeholders to recognize the need to anticipate and respond to any noted increase in new classes of crime that could seriously affect the health and safety of our communities through the commitment of adequate resources.

Environment

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 responsibly and sustainably.

Nunavut is also rich in non-renewable resources, and our land provides for many opportunities for development. Without careful consideration of potential impacts, our fragile ecosystems can be damaged irreparably. We are committed to working with our partners to ensure that any development that proceeds occurs in a manner consistent with our values and that leaves the land in such a way that it will 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. This depends upon integrating Inuit Societal Values with the best available scientific knowledge under the general guiding principles of conservation and sustainability.

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 food, maintenance of cultural activities and as a source of income. These resources, if used sustainably, will help ensure food security and a healthy environment for Nunavummiut in the future. In addition to supporting healthy lifestyles, a healthy ecosystem will also attract ecotourists and contribute to local economies and employment of Nunavummiut.

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.

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 evolve continually the process with the goal of improving efficiency and communications. At the same time, the Nunavut Land Claims Agreement also allows the Minister of Environment to take interim action in “urgent and unusual circumstances” when wildlife populations are at risk.

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 a greater rate than the global average;
- A changing arctic marine ecology with potential impacts on marine productivity; and
- Changes in permafrost: increased temperatures at the top layer and an overall decrease in the area covered by permafrost.

Because a significant portion of infrastructure in Nunavut is built on 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 and Infrastructure

Energy

Due to Nunavut's vast land mass, each community has its own independent energy system, presenting serious challenges to the development of an energy system that is sustainable and reliable. Nunavut relies on imported fossil fuels for all of its energy needs, importing 170 to 230 million litres of fuel annually for transportation, heating and electricity generation. All of Nunavut's fuel is purchased and shipped in bulk during a short summer season and stored in facilities in each community.

Year over year, Nunavut's energy use is increasing and a growing share of Nunavut's budget must be allocated, directly and indirectly, to providing energy for Nunavummiut. As the economy and population of the territory grow, so too does the demand for imported fuels. Moreover, fluctuations and volatility in world energy prices provide added pressure on territorial energy planning.

However, it is this volatility and the long-term impacts of fossil fuel use, combined with new resource projects receiving regulatory approval, that present a new opportunity for increased renewable energy generation and energy efficiency improvements. To this end, the Government of Nunavut's energy strategy, *Ikummatiit: An Energy Strategy for Nunavut* focuses on reducing reliance on fossil fuels, finding alternative energy sources, and promoting the efficient use of energy in the territory. Implementing innovative technologies and solutions will be paramount to reducing our dependence on fossil fuels.

Transportation

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 neighboring 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. In recent years, major improvements have been made at all three regional hub airports: Iqaluit, Rankin Inlet, and Cambridge Bay.

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 affects the safety and efficiency of Nunavut's marine activities and is a barrier to the development of commercial fisheries, mine development, the territory's tourism sector, and the development stronger logistical systems throughout Nunavut.

Communications

Reliable and affordable access to telecommunication services, including broadband internet, is vital to Nunavut's economic future, both to ensure efficient communications and to enable and prepare Nunavummiut to take advantage of economic developments and emerging commercial opportunities. Nunavut is entirely reliant on satellite internet, with limited redundancy: 14 of Nunavut's 25 communities rely on a single satellite.

In 2011, the Canadian Radio-television and Telecommunications Commission (CRTC) set a universal target for all Canadians to have access to 5Mbps downstream/1Mbps upstream by the end of 2015 – a service level most Nunavummiut will not have access to for some time. The 2014-15 federal budget unveiled \$305 million towards supporting northern and rural broadband. While the target for the rest of Canada is 5Mbps downstream and a 45GB monthly cap, the \$50 million northern component for Nunavut and Nunavik only supports a target of 3Mbps downstream and a 20GB monthly cap. Thus from 2016 to 2019, Nunavummiut will have to make do with a service level that the vast majority of Canadian consumers have long surpassed.

While basic voice service is part of the Basic Service Objective and subsidized through steady annual funding, the federal government's approach to supporting broadband in the North has been to rely on market forces and a patchwork of targeted government funding programs. In recent years, the CRTC has undertaken a number of activities in an attempt to modernize northern telecommunications. The Commission is currently reviewing basic telecommunications services to determine "which telecommunications services Canadians require to participate meaningfully in the digital economy and the Commission's role in ensuring the availability of affordable basic telecommunications services to all Canadians." The outcome of this proceeding could have a significant impact on the future of telecommunications in Nunavut.

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 to the general public. Contract Regulations are in force and the Contract Procedures Manual continues to evolve to meet emerging needs. Procurement and Contracting Services continues to provide training and support to all departments to ensure fair, ethical, and transparent procurement and contracting.

The *Nunavummi Nangminiqaqtunik Ikajuuti* (NNI) Policy, the Government of Nunavut's preferential procurement policy mandated by the Nunavut Land Claims Agreement, is integrated into virtually all Government of Nunavut procurement activities. The policy is currently being

renewed in partnership with Nunavut Tunngavik Incorporated. The amended policy is expected to bring changes and improvements to the government's preferential procurement system.

Support for Municipalities

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 remains the key to keeping communities financially healthy.

Community Infrastructure

The lack of availability of local construction resources in combination with short building seasons and a limited labour market continues to escalate the costs of developing and maintaining community and government infrastructure. Communities often utilize buildings that have exceeded their lifecycle expectations and increased demand due to growing community populations place further burden on already aging facilities. Innovative infrastructure design – such as multi-use facilities and more rigorous planning towards sustainable community growth has helped position the GN for more effective use of limited capital resources.

The Nunavut Community Infrastructure Advisory Committee (NCIAC) undertook the development of Integrated Community Infrastructure Sustainability Plans (ICSP) to create and measure long-term goals for infrastructure development in each Nunavut Community. The first draft of these plans was completed in 2010 and the ICSPs have now evolved to *living documents* through the integration of an online webtool, www.buildingnunavut.com. This webtool now provides each community the ability to continually update and amend their sustainability plans, helping communities achieve their environmental, cultural, social, and economic goals.

The Department of Community & Government Services continues to work closely with our Federal counterparts to lobby for increased funding. Infrastructure programs for Nunavut must be relevant to the needs and priorities of the Territory and must provide financial contributions that are adequate to meet the high costs of Northern construction. While federal funding is critical for future development of infrastructure in communities, having a well-defined and clear process to administer this funding is paramount. To this end, the Department of Community and Government Services continues to refine the capital planning process to have greater emphasis on community participation, input through the ICSPs, open dialogue, fair and transparent project prioritization, and accountability.

Municipal Capacity

The Government of Nunavut supports building human resource capacity for municipalities through support of the Municipal Training Organization (MTO). The MTO has 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 a non-profit school of community government with a Board of Directors made up of the senior administrators of municipalities and senior Government of Nunavut officials.

The MTO will be entering its twelfth year of delivering the Municipal Government Certificate Program in partnership with the Nunavut Arctic College (to ensure the training courses are accredited and transferrable), which allows municipal employees and other community residents to receive accredited training and certification in municipal management and governance. The MTO conducts ongoing assessment of its training programs and courses to ensure they continue to be relevant and appropriately engaging for municipal staff. Municipal staff, GN staff and adult education experts provide constructive feedback and technical expertise on MTO courses. The MTO will continue to review and update all courses periodically to ensure they are relevant and specific for municipal operations. The MTO also provides targeted training in areas such as class 3A airbrake courses for municipal drivers, recreation program training, and firefighting training for Nunavut's municipal fire departments and Municipal Solid Waste Training.

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

Seventy percent of the territory's health facilities require renovations or replacements to ensure that they meet operational requirements and 2010 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.

Employee Capacity

An efficient government can only operate with skilled, committed, and motivated public servants. The challenge for the GN is attracting and selecting the best candidates for available positions, as well as retaining quality talent in the public service. To be sustainable and fully effective, the GN must attract quality candidates, target best candidates, nurture, and optimize the ones it has. To achieve this, outreach efforts in promoting a consistent GN brand as an employer of choice, cultivating employee brand ambassadors, working with hiring managers to prioritize skills, refining the interview process, researching competition, and building a talent community are some of the activities the GN needs to pay particular attention. It is essential that

the public service develop the technical skills and knowledge to meet the goals and objectives of the GN. This is a challenge for any organization, but is particularly the case for a relatively newly established public service.

The Human Resource (HR) Strategy (2014-2018) was tabled in the Legislature in Fall of 2014 and has within it comprehensive strategies and actions aimed at building a strong foundation of skilled employees, growing strong and effective leaders, and creating and supporting a healthy and respectful workplace. It includes actions aimed at improving employee recognition, motivation, and engagement to maintain and increase employee retention. A succession-planning framework, mentoring, and job shadowing tied to individual and organizational training needs is a priority for the GN. Training will continue to be an ongoing need not just for the public service, but also for the other sectors of Nunavut's economy.

With the inclusion 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 specialized training need within the GN.

As of September 30, 2015, GN departments have an average capacity of 71%, although this number varies from community to community. For example, Coral Harbour is currently at 86%, whereas Resolute Bay is at 60%. The Public Service Annual Report for 2014-15 indicates that the retention rate has fluctuated over the years, but has generally increased over time from a low (over the last eight years) of 80% in 2007-2008 to 87 % in 2014-15. While the retention rate is increasing, maintaining and increasing both capacity and retention of employees remains a challenge for the GN.

Employers across all jurisdictions and sectors are faced with the challenge of retention. As the largest employer in Nunavut, the GN considers employee retention within the public service a priority. The Department of Finance works collaboratively with all client departments, boards, and agencies in order to develop the tools for addressing employee retention. Significant progress has been made through subsidized staff housing rents; the implementation of an employee household allowance; competitive wages and benefits; continuous service bonuses and recognition of long-term service.

The recruitment and retention of all health professions, allied professionals, and social services workers remains a significant challenge. Nunavut competes for these professionals in an extremely competitive labour market where other provincial, territorial, and international jurisdictions are also vying for their services and talent. Physician recruitment and retention efforts are 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 of Health will require additional physician resources.

Inuit Representation in the Public Service

The GN, under Article 23 of the NLCA has an obligation to achieve a workforce that is representative of the population across all employment categories. This presents a significant challenge to most departments, boards, and agencies within the GN.

In September 2013, overall Inuit representation across all employment categories in the public service was 50%. There were 4,513 full time GN positions, with beneficiaries occupying 1,698 of the 3,396 filled positions. Forty percent of the positions are in Iqaluit, while the remaining 60% are in other communities across Nunavut. Representation of beneficiaries is 35% in Iqaluit. Beneficiary representation in other communities ranges from 45% to 74%.

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 to the general public. Contract Regulations are in force and the Contract Procedures Manual continues to evolve to meet emerging needs. 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 its fuel is affected by supply and demand for oil on the world markets. Crude oil and respectively refined petroleum products prices continue to be volatile because of political instability, adverse weather, terrorism, and surging demand from developing countries.

In 2014-15, the price of oil will continue to bear significant cost pressures on the Government of Nunavut. A large share of the budget must to be allocated, directly and indirectly, to purchasing the fuel required for the heating, transportation, and electricity that is consumed throughout Nunavut and the world price for oil continues to play a significant role in the GN's long term fiscal planning.

To mitigate the uncertainty of volatile pricing caused by the fluctuations in the world market supply, in 2009 Petroleum Products Division implemented an early purchase initiative of Ultra Low Sulphur Diesel and Gasoline for annual resupply season.

Petroleum Products Division is responsible for all functions related to the overhead and administration of the unit. In addition, the Petroleum Products Division must ensure that it has adequate tank storage capacity to meet the rapidly growing population and expanding industrial base. All efforts must be made to ensure that the Petroleum Products Division tank farms and delivery infrastructure meet the strict environmental codes and regulations.

Financial Resources

The Government of Nunavut receives most of its revenues from the federal government through major fiscal transfers, notably the Territorial Formula Financing (TFF) arrangement. The GN raises the balance of its funds through territorial taxes and other own-source revenue streams.

Until our private-sector economy and tax base expands, the GN will continue to rely on federal transfers and targeted funding initiatives. Most recently Canada renewed the TFF transfers for a further five years (from April 1, 2014 to March 31, 2019), and has committed to the Canada Health Transfer and the Canada Social Transfer until at least 2024. GN Finance officials will continue to work closely with federal, provincial, and territorial colleagues to ensure that the GN benefits fully from national funding initiatives.

The GN publishes detailed information about its fiscal situation and financial resources in various ways, including through the Main Estimates, the Capital Estimates, the Supplementary Estimates, the Fiscal and Economic Indicators and its financial statements (the Public Accounts).

Housing

The first ever Nunavut wide Housing Needs Survey was commissioned by the Nunavut Housing Corporation in 2009. The survey included all residential dwellings, such as public housing, staff housing, other rental housing, and privately owned housing.

Released in October 2010, it revealed details of a known shortage of housing for Nunavummiut:

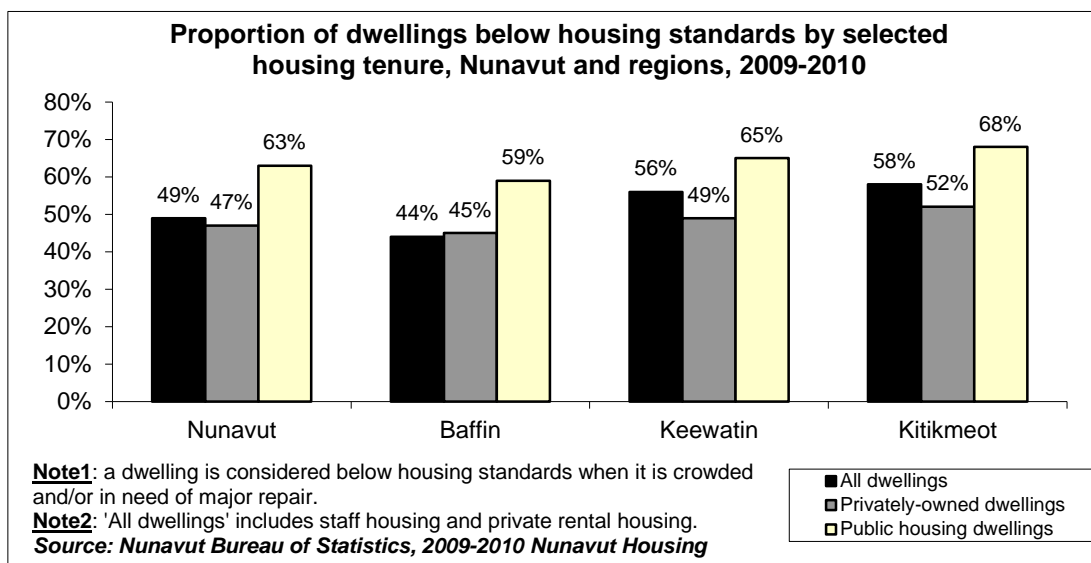
- 35 % of Nunavut homes are overcrowded;
- 23% of Nunavut homes are in need of major repairs;
- Approximately 4% of the population (1,220 individuals) is “homeless” - living temporarily in another person’s dwelling.

According to the 2009 survey, there were 9,400 dwellings in the 25 communities in Nunavut, of which usual residents occupied 8,550 dwellings. The remaining 850 dwellings were unoccupied or occupied temporarily by persons who considered their usual home elsewhere. Of the dwellings occupied by usual residents:

- 4,400 or 51% are public housing units
- 1,880 or 22% are privately-owned dwellings
- 1,350 or 16% are government staff housing
- 930 or 11% were other types of rental housing

The survey found that almost half of occupied dwellings were below housing standards, meaning they were either crowded or in need of major repair or a combination of both.

- 63% of Public Housing units were found to be below housing standards;
- 47% of homeowner units were reported to be below housing standards;
- 22% of Government staff housing and 26% of other dwellings were deemed to be below housing standards.



In 2014/15, there were 5,153 housing units across the territory, with an estimated gap of approximately another 3,000 units. Moreover, just to keep up with population growth in the territory, the Nunavut Housing Corporation estimates that an additional 90-100 new units per year will be required.

In its 5,153 units, the Nunavut Housing Corporation currently serves 19,356 public housing tenants. 74.7% of public housing tenants over the age of 18 earn less than \$22,800/year.

Governance

Nunavut Land Claims Agreement

The *Nunavut Land Claims Agreement* (NLCA) was signed in 1993 and 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, Government of Canada and many other stakeholder groups.

The Government of Nunavut will work with NTI and Aboriginal Affairs and Northern Development Canada for a renewed contract to continue implementing the NLCA. Working with all partners to implement obligations of the NLCA 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 services provided by government and its responsiveness to the public it serves. In order to provide opportunity for Inuit employment in government across the Territory, the government is committed to the policy of decentralization and strives to maintain over 60% of the public service outside the capital.

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 15 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 – Government of Nunavut Departments

Introduction

The Government of Nunavut is committed to achieving a representative workforce with the guidance of Article 23 of the *Nunavut Land Claims Agreement* (NLCA) by providing opportunities to enhance Inuit participation in government employment. The representative level is defined as the ratio of Inuit to the total population in the Territory and applies to all occupational categories.

NLCA Article 23.2.1: *“The objective of this Article is to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.”*

Government of Nunavut departments and agencies develop and implement Inuit Employment Plans respectively. Statistical information is provided in the *“Towards a Representative Public Service”* quarterly report that determines the gap between beneficiaries and non-beneficiaries by region, community, department and occupational category.

The following table is a snapshot of the public service as of September 30, 2015 by occupational category:

September 30, 2015	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	30	3	27	90%	11	41%
Senior Management	138	27	111	80%	24	22%
Middle Management	452	117	335	74%	94	28%
Professional	1424	417	1007	71%	253	25%
Paraprofessional	1234	389	844	68%	568	67%
Administrative Support	778	266	512	66%	459	90%
TOTALS	4056	1220	2836	70%	1410	50%

Note: The table above only reports on established positions of the 10 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister’s Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksatsat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

The following table is a snapshot of the public service as of September 30, 2015 by department:

September 30, 2015	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	% IEP
Community & Government Services	388	124	264	68%	109	41%
Culture and Heritage	91	21	69	76%	51	73%
Economic Development & Transportation	134	43	91	68%	49	54%
Education	1277	191	1085	85%	539	50%
Environment	132	44	88	67%	31	35%
Executive & Intergovernmental Affairs	103	18	85	83%	62	73%
Finance	267	73	194	73%	91	47%
Health	1091	536	555	51%	279	50%
Family Services	205	62	144	70%	88	61%
Justice	368	108	260	71%	111	43%
TOTALS	4056	1220	2836	70%	1410	50%

Note: The tables above only reports on established positions of the 10 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Our workforce comes from many cultures where all public servants work respectively and cooperatively towards a representative workforce in the spirit of *Sivumut Abluqta: Stepping Forward Together*. Progress will occur by creating and enhancing opportunities for Inuit employment by identifying and providing practical tools to hire Inuit in all departments and agencies.

Executive and Intergovernmental Affairs has taken a developmental role in encouraging representation through promoting higher education and partnerships with recognized institutions and technical providers. These partnerships bring the best in technical training and internship with programs aimed at meeting the unique challenges and accessibility needs of Nunavut and incorporating to the highest degree possible training and mentorship reflecting Inuit societal values.

Government Wide Plan

This section of the Business Plan describes some of the current Government of Nunavut wide initiatives available to all departments and agencies to support and achieve their Inuit Employment Plans. The initiatives are grouped into two categories:

- Initiatives specifically designed for beneficiaries
- Initiatives available for all Government of Nunavut employees

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2017. The following identifies the targets by occupational category:

March 31, 2017	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	31	1	30	97%	13	43%
Senior Management	141	15	125	89%	25	20%
Middle Management	459	75	384	84%	114	30%
Professional	1467	282	1185	81%	305	26%
Paraprofessional	1241	258	983	79%	681	69%
Administrative Support	824	208	616	75%	556	90%
TOTALS	4163	840	3324	80%	1694	51%

Note: The table only reports on funded positions of the 10 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksatsat intern positions. The table above reflects the aggregated total of full time and part time positions.

The following is a snapshot of the Inuit employment targets for March 31, 2017 by department:

March 31, 2017	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	% IEP
Community & Government Services	411	105	306	74%	148	48%
Culture and Heritage	91	10	81	89%	63	78%
Economic Development & Transportation	137	19	118	86%	65	55%
Education	1283	115	1168	91%	588	50%
Environment	134	40	94	70%	37	39%
Executive & Intergovernmental Affairs	102	7	95	93%	69	73%
Finance	271	36	235	87%	119	51%
Health	1149	367	781	68%	375	48%
Family Services	217	65	152	70%	94	62%
Justice	370	77	293	79%	136	46%
TOTALS	4163	840	3324	80%	1694	51%

Note: The table only reports on funded positions of the 10 departments. It does not report on positions of the Nunavut Housing Corporation, Nunavut Arctic College, Qulliq Energy Corporation, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksatsat intern positions. The table above reflects the aggregated total of full time and part time positions.

Initiatives Specifically Designed for Beneficiaries

The following initiatives are available specifically for beneficiaries of the Nunavut Land Claims Agreement to enhance beneficiary employment and support departmental Inuit Employment Plans:

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. The Policy was updated in 2011 to include priority treatment, which is now extended to all recruiting actions, including short-term assignments, transfers, and job competitions. As well, all positions created or filled will be analyzed on a graded scale for Inuktitut and Inuinnaqtun language requirements and Inuit traditional knowledge.

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 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.

Trainee and Internships

The Government of Nunavut has undertaken some internship programs that provide on the job training to beneficiary employees. These vary in length depending on the position and the skill level of the individual. Departments and agencies initiate such trainee/internship positions and fund them internally.

Inuktitut as a First Language

Inuktitut and Inuinnaqtun First Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

Initiatives Available for All Government of Nunavut Employees

The Government of Nunavut is a diverse organization working together to create a respectful and productive work environment. The following initiatives are available for all Government of Nunavut employees that can also be used to enhance beneficiary employment and support departmental Inuit Employment Plans:

Hivuliqtikhanut Leadership Program

The Government of Nunavut introduced a new leadership development program to build and sustain leadership capacity. This is the first time Nunavut has initiated a unique leadership program specifically aimed to strengthen the public service. The Hivuliqtikhanut Leadership Program provides modular, classroom-based learning for emerging leaders, supervisors and senior managers using the GN Competency Model and Inuit Societal Values as its foundation. Accreditation towards a post-secondary program is currently being explored.

Education Leave

The Government of Nunavut supports its employees to improve continually their skills. The Education Leave directive 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.

Trainer's Allowance

The Government of Nunavut provides a trainer's allowance to any employee who is in a position where they are 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 and funded internally in their respective departments or agencies.

Learning and Development Courses

Executive and Intergovernmental Affairs coordinates the general learning and development training courses that is available for all GN employees. These are general short courses and workshops (1-5 days) are designed to meet general training needs in such areas as computer literacy, financial management, supervisory skills, and human resources management. EIA collaborates with various service providers for program delivery by institutions that specialize in that subject matter.

Specialized Training Fund

This fund is available for all departments and agencies 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 who submits a proposal to an interdepartmental committee for funding approval. An annual call out is issued each fiscal year.

Mentorship

Employees across the Government of Nunavut are encouraged to use mentors. Mentors for example are provided to nurses graduating from the Nunavut Nursing Program. The GN Mentorship Program's foundation is deeply rooted in the guiding principles of the Inuit Societal Values and is available for all public servants.

Inuktitut as a Second Language

Inuktitut and Inuinnaqtun Second Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

Learning Plans

A Learning Plan template is used by employees, with the support of their supervisor, to identify what areas they would like to take training and development opportunities for career aspirations. The Learning Plan is the foundation “live” tool used for internships and trainee positions.

Occupational Certificate Training Programs

Executive and Intergovernmental Affairs develops certificate training programs targeted at occupations found in all Departments. The occupational training programs are designed to be delivered in modules towards a GN certificate of achievement. Priority of specific occupational programs is determined by the Building Capacity Committee. Sivumuaqatigiit has delivered occupational programs such as Administrative Services, Communications, Supervisory, Human Resource Practitioner’s Program and the Nunavut Advanced Management Diploma Program.

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. Nunavut Land Claims Beneficiaries receive priority in the summer student hiring process under the Priority Hiring Policy.

Transfer Assignments

Transfer assignments are typically opportunities for current Government of Nunavut employees to develop new skills and abilities sometimes in different departments. Transfer assignments can be done up to a maximum of three years. They can be done competitively (encouraged) or non-competitively.

Orientation

Orientations are available to for all employees and are designed to provide a general orientation to the Government of Nunavut. Orientations that are more specific are provided in the individual workplaces. In addition, cultural orientations are offered across the Government of Nunavut. Topics include the history of Nunavut, Inuit Societal Values and a traditional activity is also included as part of the session.

Specific Departmental Initiatives

Descriptions of department specific initiatives are available in their respective sections of the business plan.

**Department of
Executive and
Intergovernmental
Affairs**

**Business
Plan**

2016-2019

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CORE BUSINESS

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

	Budget (\$000)			
	2015-16	2016-17	2017-18	2018-19
Executive, Directorate	8,477	8,594	8,594	8,594
Strategic Planning	2,632	3,605	3,605	3,605
Sivumuaqatigiit	8,249	8,042	8,042	8,042
Intergovernmental Affairs	6,137	5,338	5,338	5,338
Devolution Secretariat	2,052	2,307	2,307	2,307
TOTAL	27,547	27,886	27,886	27,886

Directorate

The Directorate provides overall management and coordination of the activities and responsibilities of the Executive branch of government. As Secretary to Cabinet, the Deputy Minister provides Cabinet and Ministerial support. The branch also provides advisory services regarding Access to Information and Privacy Protection issues, and administrative support to both the department and the Utility Rates Review Council. It also supports the Senior Personnel Secretariat function.

The communications division provides leadership, support and strategic communications planning to departments, as well as ensures consistent messaging from the Government of Nunavut (GN).

Objectives

- Support the Cabinet under the direction of the Premier.
- Coordinate interdepartmental initiatives through Deputy Ministers Committees.
- Communicate Cabinet direction to the public service.
- Coordinate the government communication strategies and ensure consistent messaging
- Manage the GN access to information and protection of privacy requirements.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Premier's Office		1,192	1,178	1,178	1,178

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

Department of Executive and Intergovernmental Affairs

Ministers' Offices	3,453	3,465	3,465	3,465
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Each Minister has a budget to cover two staff and relevant operational expenses. The Ministers, within the general framework set by Cabinet and legislation, guide the activities of these offices.

Commissioner's Office	301	297	297	297
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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.

Deputy Minister	507	475	475	475
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This office supports and organizes the overall work of Cabinet and its committees. It also coordinates the Deputy Ministers Committee and its subcommittees, as well as leading interdepartmental policy coordination.

Corporate Services	1,118	1,205	1,205	1,205
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Corporate Services provides financial and administrative support to the Department of Executive and Intergovernmental Affairs, the Office of the Premier, the Cabinet Ministers, and the Commissioner of Nunavut. This program provides human resource support, planning and evaluation, budget development, analysis and control, and departmental financial accounting and payment services.

Access to Information and Protection of Privacy	348	325	325	325
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This office ensures compliance with the Access to Information and Protection of Privacy Act (ATIPP) and provides coordination of all ATIPP issues, activities and training. The Office also provides consultative services to government staff in relation to access to information requests and internal processes related to access and privacy.

Utility Rates Review Council	528	473	473	473
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The Utility Rates Review Council (URRC) is an arms-length advisory council. It responds to its mandate as set out in the Utility Rates Review Council Act. It provides advice and recommendations to the responsible Minister of a designated utility or any other Minister. It advises on matters concerning the imposition of rates and tariffs related to the provision of electricity service, permission for major capital projects and any other matters related to a utility that are referred to the Council. This regulatory model helps balance the public interest in the context of the objective of providing safe, reliable and affordable electricity service to the ratepayers of Nunavut by Qulliq Energy Corporation.

Communications	1,030	1,176	1,176	1,176
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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.

Total, Directorate	8,477	8,594	8,594	8,594
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Priorities (2015-16)

- Ensure strategic direction is provided to departments to reflect the Sivumut Abluqta action plan.
Status: The department has coordinated the government-wide implementation plan, and has received regular updates to the status of action items from the Sivumut Abluqta action plan.
- The department will transition into the second phase of the review and work with departments to implement enhancements to government programs as reviews are completed.
Status: Phase one of the external review has been completed. The department will provide government-wide guidance with regard to the recommendations from the final report of Phase One. The department, in partnership with the department of Finance, will identify the scope of review and issue the Request for Proposals for Phase Two of the external review. The Second Phase of the external review will take place between January 2016 and October 2016.
- Review and evaluate the communication protocols and their effectiveness.
Status: The Communications Division is currently developing standard operating procedures to create consistent, timely standards of service for all departments in the area of communications.
- Explore options regarding municipal access to information and protection of privacy legislation.
Status: The department will continue discussions with the City of Iqaluit and Nunavut Association of Municipalities on potential revisions to the ATIPP Act that would allow for the inclusion of municipalities, and ensure meaningful compliance and effective implementation.

Priorities (2016-17)

- As reviews of programs are completed, work with departments to implement enhancements to government programs.
- Provide support to the municipalities of Nunavut in implementing access and privacy principles based on the successful implementation within the City of Iqaluit.
- Review the effectiveness of the GN branding initiative and the GN website; provide updates as necessary.
- The Utility Rates Review Council (URRC) will participate in the CAMPUT Annual General Meeting expected to be held in Manitoba in August or September 2016.

- The URRC will attend CAMPUT's Annual Conference expected to be held in British Columbia in May 2017.

Priorities (2017-18)

- Compile an "Accomplishments Document" to highlight government-wide initiatives that have been implemented from the Sivumut Abluqta action plan.
- Undertake a major GN employee satisfaction review to determine effectiveness of employee engagement campaign and make adjustments where necessary.
- The URRC will participate in the CAMPUT Annual General Meeting expected to be held in New Brunswick in August or September 2017.
- The URRC expects to receive Qulliq Energy Corporation's next General Rate Application.
- The URRC will attend CAMPUT's 2018 Annual Conference expected to be held in Ontario in May.

Priorities (2018-19)

- Provide government wide coordination to assist in the renewal of a government mandate.
- The URRC expects to review Qulliq Energy Corporation's next General Rate Application.
- The URRC will host the Canadian Association of Members of Public Utility Tribunals (CAMPUT) Annual General Meeting in August or September 2018.
- The URRC as a member of CAMPUT will support the World Forum on Energy Regulation (WFER), which is held every 3 years and the next event will be held in Mexico in 2018.
- The URRC will attend CAMPUT's 2019 Annual Conference expected to be held in Alberta in May.
- Review GN integrated communications strategy and re-align with new governmental mandate and priority areas.

Strategic Planning

The Strategic Planning branch provides broad advice on government business planning, strategies, policies and legislation, as well, provide support for reviews of programs and services, and ensure that the government has current and accurate statistical information on Nunavut and their communities.

Objectives

- Provides analysis, advice and central registry services for Cabinet documents
- Liaise with government departments on their submissions to Cabinet.
- Produce effective program evaluation, performance measurement, and evaluation consultation services on matters of Nunavut-wide interest.
- Produce accurate and appropriate statistical data on Nunavut.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Policy and Planning		1,421	2,263	2,263	2,263
This division provides policy support and advice to Cabinet and government departments, as well as liaises with other organizations at the policy level.					
Statistics		800	857	857	857
<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.					
Evaluation		411	485	485	485
The Evaluation section conducts program evaluations and serves as a resource to GN departments and agencies with respect to evaluations and performance measurement.					
Total, Strategic Planning		2,632	3,605	3,605	3,605

Priorities (2015-16)

- Preparations for the 2016 Census of Canada – work with Statistics Canada to promote the census in Nunavut communities to ensure that Nunavut residents are enumerated.
Status: Discussed promotion and collection plan of Census enumeration in Nunavut with Statistics Canada and have provided assistance in gathering contact and other information for logistical purposes, as needed.
- Revise methods and examine potential sources of data to improve community population estimates and projection models.

***Status:** Currently revising the statistical models for the components of change (i.e., migration models) and analyzing historical data to produce population estimates for each Nunavut community starting from 2001.*

- Continue to work on completing the Occupational Demand Model – model will begin producing occupational outlooks for Nunavut.

***Status:** In addition to the methodology paper, conceptual framework for the model has been developed. Preliminary work on the model's statistical component for making labour demand and supply projections is underway. Job vacancy data collection and analysis processes have been improved with new formats.*

- Contribute toward the development of the mandate implementation tracking systems for Sivumut Abluqta.

***Status:** A mandate implementation tracking system has been established in collaboration with all departments and territorial corporations. Progress reports are being developed on a regular basis.*

- To help achieve the Sivumut Abluqta priority, provide an oversight role on external evaluations of GN programs to ensure quality assurance. Assess methods and results used in external evaluations to ensure comprehensive reviews and assessments of GN programs.

***Status:** Collaborative relationships have been made with external consultants for the on-going Operational Audit of Government of Nunavut Programs and support is being provided to assist in the successful completion of the operational audit.*

- Conduct 2016 Nunavut Food Price Survey to collect prices on food and non-food items in all Nunavut communities.

***Status:** Currently planning for the next cycle of the Food Price Survey to be conducted in March 2016. Working on modifications to the survey instrument to make collection more efficient and adding new items in accordance with availability in retail outlets.*

Priorities (2016-17)

- Continue to provide assistance for the 2016 Census of Canada operations – work with Statistics Canada as needed, to ensure that Nunavut residents are enumerated during census and post-census operations.
- Expand on Occupational Demand model to incorporate private sector occupations and more detailed level of supply and demand outlooks at the regional and community level in certain cases.
- Participate in internal evaluations/reviews and operational audit of GN programs to help achieve the objectives of Sivumut Abluqta.
- Validate major evaluation components, approaches and processes identified in the draft GN Evaluation Framework and finalize the document.

- Establish links with other evaluation personnel in GN departments and agencies and develop modalities for collaboration in order to synchronize program evaluation activities in GN.
- Recruit Manager Intern/Trainee for the Evaluation Unit and conduct training needs assessment in preparation for various capacity building activities in program evaluation capacity development.
- Disseminate and analyze data files from the Nunavut Government Employment Survey (NGES) and other survey data related to Article 23 of the Nunavut Lands Claim Agreement on an ad hoc basis. Continue to provide assistance in the design and development of survey work related to Article 23, as needed.

Priorities (2017-18)

- Assist in the development of a plan for the transition to the 5th Legislative Assembly of Nunavut, in cooperation with all departments and territorial corporations.
- With the anticipated release of 2016 Census and National Household Survey (NHS) data, the Bureau will prepare community level data tables on various subjects for distribution to the Government and the public. Data will be disseminated via the Bureau's website.
- The Bureau will play an active role in the National Statistics System by working closely with Statistics Canada and the other provinces and territories to ensure that the Census Coverage Studies account for Nunavut residents that were missed during Census enumeration.
- Provide support to on-going Operational Audit of Government of Nunavut Programs and identify additional areas or missing gaps for further assessment.
- Organize training programs and other capacity building activities in evaluation methodology and approaches for the Evaluation Manager Intern.
- Collaborate with partners on the development of performance measurement frameworks on poverty reduction programs and other projects.
- The Bureau will explore the feasibility of obtaining and disseminating various sources of administrative data from GN departments to fill in data gaps.

Priorities (2018-19)

- Disseminate and analyze data from the 2017 Aboriginal Peoples Survey (APS) Inuit Employment Supplement and other survey data related to Article 23 of the Nunavut Lands Claim Agreement.
- Design strategies for implementing recommendations from the Operational Audit of Government of Nunavut Programs.

- Explore the feasibility increasing Bureau capacity to conduct surveys on social and economic issues in Nunavut.
- Improve and develop Nunavut economic indicators and models by utilizing Statistics Canada data and other sources.
- Incorporate the impact of resource development into the community projection models – these will gauge the potential impact that anticipated resource projects will have on affected communities and will be useful for planning purposes.
- Continue to play an active role in the National Statistics System by working closely with Statistics Canada and the other provinces and territories on various social and economic issues.

Sivumuaqatigiit

The Sivumuaqatigiit branch is responsible for providing human resources planning and direction on initiatives aimed at increasing and maintaining Inuit employment in the Government of Nunavut, and for providing assistance and support to departments in training and developing their staff including interns. The branch is also responsible for leading and coordinating initiatives to support the governments decentralized model.

Objectives

- Increase beneficiary representation in the public service by supporting departments and agencies in the development of their Inuit Employment plans.
- Provide quality learning opportunities and training programs that will enhance the skills, knowledge, and abilities of the public service.
- Provide leadership and coordination for planning and development activities at the regional and community level.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Inuit Employment Initiatives		3,230	3,011	3,011	3,011
Public Service Training		4,378	4,382	4,382	4,382

This division designs, develops, and delivers training and development programs including orientation, courses and workshops, language training, occupational training and accredited learning opportunities.

Community Employment Support	641	649	649	649
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Community Employment Support delivers Sivumuaqatigiit programs and services at the regional level including Inuit employment, and training and development.

Total, Sivumuaqatigiit	8,249	8,042	8,042	8,042
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Priorities (2015-16)

- Continue implementation of the Decentralization Action Plan in collaboration with other departments in the GN.
Status: The department reviewed the Action Plan that was initially developed by the (former) Department of Human Resources. A revised draft was developed to update timeframes and clarify lead departments for action items. Departments are currently being consulted to finalize the revisions.
- Deliver Sivuliqtiksat Internship Program with any necessary enhancements to ensure it is meeting its objectives.
Status: An action plan has been prepared to incorporate recommendations in the short and medium term up to the end of 2016-17.
- Ensure that all departments and public agencies work actively towards enhancing Inuit employment plans.
Status: Sivumuaqatigiit staff made presentations to department and corporation’s senior managers’ committees to promote training programs and services offered by EIA and offered assistance in implementing their Inuit employment plans effectively.

Priorities (2016-17)

- Deliver the Senior Managers and Emerging Leader Series of the Hivuliqtikhanut Leadership Program.
- Realign the Inuit Employment Initiatives unit to incorporate activities identified in the Nunavut Implementation Panel committee MOU.

Priorities (2017-18)

- In partnership with Department of Finance, evaluate the implementation of initiatives identified in the GN Human Resource Strategy and begin preparations for the next set of objectives.

Priorities (2018-19)

- Conduct a training needs analysis to assist departments in implementing their Inuit Employment Plans.

Intergovernmental Affairs

Intergovernmental Affairs provides leadership and coordination for the management and development of strategies, policies and initiatives relevant to international, federal, provincial and territorial government relations. It manages relationships with aboriginal, circumpolar, and international organizations. It coordinates matters related to programs and services for Seniors. It is also responsible for the establishment of and support for the network of Government Liaison Officers in communities throughout Nunavut.

Objectives

- Enhance and foster strong working relationships with other governments, including provincial, territorial, federal and foreign.
- Coordinate the development of government strategies, policies and initiatives relating to Nunavut's federal, provincial and territorial relations.
- Coordinate GN participation in international relations related to international affairs and international trade policy.
- Coordinate GN internal trade policy and participate in Canadian internal trade initiatives.
- Coordinate GN activities relating to the GN relationship with Nunavut Tunngavik Incorporated and regional Inuit organizations.
- Coordinate GN implementation of the *Nunavut Land Claims Agreement*, the *Nunavik Inuit Land Claims Agreement*, and the *Eeyou Marine Region Land Claims Agreement*.
- Coordinate the GN's relationship with Aboriginal Affairs and Northern Development Canada and other federal departments and agencies.
- Participate in and coordinate the GN's roles in Arctic institutions including the Inuit Circumpolar Council (Canada) and the Arctic Council.
- Coordinate GN positions and participate in federal and provincial negotiations on overlapping land claims.
- Coordinate GN positions and participation in federal, provincial, territorial, and National Aboriginal Organization initiatives and meetings.
- Provide the public and all levels of government with an initial government point-of-contact in every community.
- Coordinate activities pertaining to programs and services delivered by the Government of Nunavut for Seniors.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Intergovernmental Relations		1,031	746	746	746

Intergovernmental Relations (IGR) is responsible for liaising with other GN departments; and territorial, provincial and federal governments. It serves the GN by participating in preparations for intergovernmental activities such as the Northern Premiers' Forum, Western Premiers' Conference, Council of the Federation, First Ministers' meetings, as well as interprovincial-territorial and bilateral activities like the MB-NU and NL-NU MOUs. IGR leads Nunavut's participation in the development of international and national rules of trade. IGR is also responsible for the development of guidelines for territorial protocol and procedures to be followed at events organized by the territorial government.

Aboriginal & Circumpolar Affairs 1,443 **914** 914 914

Aboriginal Affairs manages and advises on government policies and positions relating to the implementation of the *Nunavut Land Claims Agreement*; relations with Nunavut Tunngavik Incorporated, the Nunavik Inuit Land Claims Agreement, and the Eeyou Marine Region Land Claims Agreement. It also coordinates and advises work relevant to the Aboriginal Affairs Working Group, and works with relevant GN departments on other Aboriginal issues such as the National Roundtable on Murdered and Missing Indigenous Women and the Truth and Reconciliation Commission; as well as relations with the federal, provincial and territorial governments on other aboriginal land claims that overlap with Nunavut.

Circumpolar Affairs is responsible for the coordination of Arctic Council related work, bilateral relations with circumpolar governments, regions and organizations; and relations with circumpolar indigenous groups.

Government Liaison 3,663 **3,378** 3,378 3,378

At the community level, the Government Liaison Officer is the first point-of-contact with our government. These individuals ensure that government services can be more easily accessed in every community. The division will establish and maintain active two-way communications with the public and provide easier access to programs and services. The Division also has responsibility for senior citizen issues in Nunavut.

Protocol - **300** 300 300

Protocol provides organizational support and first point-of-contact services for visits from foreign dignitaries and government officials. Protocol also provides advice on international protocol practices, visits, table of precedence, the diplomatic and consular corps, titles, flag etiquette, symbols, ceremonial dress, and customs.

Total, Intergovernmental Affairs **6,137** **5,338** **5,338** **5,338**

Priorities (2015-16)

- Continued implementation of the *Eeyou Marine Region Land Claim Agreement*, *Nunavik Inuit Land Claim Agreement* and *Nunavut Land Claim Agreement*.
Status: In May of 2015, NTI settled its lawsuit with the federal government. Implementation of this settlement agreement has resulted in a renewed focus on NLCA implementation and the reinvigoration of the NLCA Implementation Panel. The Government of Nunavut also has a representative on the EMRLCA and NILCA implementation committees to inform and guide GN departmental work related to the implementation of these two claims.
- Coordinate the Government of Nunavut’s participation in various meetings, such as the 2015 Arctic Council Ministerial meeting, the Annual Meeting of Federal-Provincial-Territorial Ministers responsible for Internal Trade, and the Committee on Internal Trade.
Status: The department coordinated Premier’s participation at the 2015 Arctic Council Ministerial meeting in Iqaluit at the Legislative Assembly of Nunavut on April 24, 2015. The Government of Nunavut continues to be engaged during the U.S. Chairmanship of the Arctic Council. Departmental officials have participated in two FPT Ministers responsible for

internal trade meetings as part of the ongoing effort to modernize internal trade rules in Canada.

- Coordinate Premier's attendance at the 2015 Council of the Federation meeting and 2015 Western Premiers meeting, and host the 2015 Northern Premiers Forum.
Status: The Government of Nunavut was able to participate at the Western Premiers Conference in May. Premier Taptuna hosted the Northern Premiers Forum in Kugluktuk. Premier Taptuna also participated at the Council of Federation meeting and released the Canadian Energy Strategy and the Aboriginal Children in Care report in St. John's, Newfoundland in July 2015. Premier Taptuna, alongside the Minister of Environment, attended COP21 in Paris, France. An invitation was received for the Summit of Justice Practitioners in Winnipeg, Manitoba.
- Within the Aajiqatigiinniq framework, continue to work with NTI on matters of mutual interest to Nunavummiut.
Status: A protocol and work plan has been drafted for review by both parties. Additionally, the department has commenced work on revising its implementation plan.
- Continue to participate in the Immigration Federal Provincial and Territorial Secretariat in order to inform Nunavut's immigration policy.
Status: Minister Okalik attended the FPT Ministers meeting in May 2015 in Toronto to discuss the old and new Vision Action Plan. Minister Okalik also participated in a teleconference in October 2015 to discuss the Syria Refugee issue.
- Continue active participation in the Aboriginal Affairs Working Group including in the housing sub-group.
Status: Intergovernmental Affairs will lead in ongoing work related to the five Aboriginal Affairs Working Groups (AAWG). The next AAWG meeting of Ministers of Aboriginal Affairs and Leaders of the five National Aboriginal Organizations will take place in spring 2016.
- Coordinate and promote existing programs and services available to Seniors.
Status: The department has been working with the Deputy Ministers Committee on Quality of Life to coordinate Government of Nunavut services to Seniors provided by all departments. The department is also working with the Department of Health to coordinate GN's participation in the Ministers' responsible for Seniors Secretariat. The department is working to conclude an internal MOU to streamline services for Seniors.

Priorities (2016-17)

- Continue to work closely with NTI to ensure that government obligations under the NLCA are implemented. In particular, ensure that the settlement agreement is effectively implemented including working with the Nunavut Training Corporation to establish Inuit training priorities.
- Continue to implement provisions in the *Nunavik Inuit Land Claim Agreement* and *Eeyou Marine Region Land Claim Agreement* relevant to the Government of Nunavut.

- Conclude an updated land claims implementation policy.
- Establish processes and procedures to improve the tracking systems for coordinating implementation funding under the Nunavut Land Claims Agreement.
- Explore options to enhance financial support to non-profit organizations dedicated to raising awareness of aboriginal and circumpolar issues.
- In support of the Minister Responsible for Seniors, enhance the department's central coordinating role to ensure effective delivery of programs and services available to Seniors.
- Coordinate Premier's attendance at the 2016 Council of the Federation meeting, 2016 Western Premiers meeting, and the 2016 Northern Premiers Forum.
- Complete an options paper on the long-term role of immigration in Nunavut including its place within government policy-making.
- Participate in the Immigration Federal Provincial and Territorial Secretariat to inform Nunavut's immigration policy.
- Continue to hold annual Government Liaison Officer workshops with a goal of improving service level expectations of Nunavummiut.
- Conduct a 360' evaluation of the Government Liaison Officer program with the intent of improving service level expectations.
- Continue the coordination and preparation of work for the Aboriginal Affairs Working Group and other Aboriginal affairs forums including the National Roundtable on Murdered and Missing Indigenous Women.
- Participate in the semi-annual Hudson Bay Regional Roundtable forums.
- Continue to coordinate the work under the Manitoba-Nunavut Memorandum of Understanding.
- Conclusion of guidelines for the use of the EIA gift bank.
- Enhance coordination of various meetings and events for visiting national and international dignitaries.
- Continue to actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of trade, immigration, circumpolar, and aboriginal affairs.

- Continue to participate in the FPT negotiations for a renewed Internal Trade Agreement, scheduled for conclusion in 2016.

Priorities (2017-18)

- Continue to actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of trade, immigration, circumpolar, and aboriginal affairs.
- Organize Nunavut's participation in celebrations marking the 150th Anniversary of Confederation.
- Promote funding opportunities for grants and contributions administered by the department for increasing awareness of aboriginal and circumpolar issues.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Review the 360° assessment and incorporate improvements to the Government Liaison Officer Program.
- Enhance the coordination of existing programs and services available to Seniors.
- Continue to implement provisions in the Nunavut Land Claim Agreement, Nunavik Inuit Land Claim Agreement and Eeyou Marine Region Land Claim Agreement and other land claim agreements.
- Develop a protocol manual to standardize procedures for receiving foreign dignitaries and their government officials.
- Enhance coordination of the various meetings and events for visiting national and international dignitaries.

Priorities (2018-19)

- Continue to actively participate in intergovernmental fora at the executive level and enhance official level participation in the areas of trade, immigration, circumpolar, and aboriginal affairs.
- Continue to enhance and provide one-stop government services to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Continue to implement provisions in the Nunavut Land Claim Agreement, Nunavik Inuit Land Claim Agreement and Eeyou Marine Region Land Claim Agreement and other land claim agreements.

Devolution Secretariat

The Devolution Secretariat leads both the GN's preparation for and participation in 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. The Secretariat will also be responsible for coordinating the implementation of a final agreement.

Objectives

- Coordinate positions and lead devolution negotiations for the Government of Nunavut.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Devolution Secretariat		2,052	2,307	2,307	2,307
Total, Devolution Secretariat		2,052	2,307	2,307	2,307

The Devolution Secretariat leads the GN's preparation for and participation in negotiations with the Government of Canada and NTI towards the conclusion of a devolution agreement.

Priorities (2015-16)

- Pending successful negotiations, work to finalize the devolution Agreement-in-Principle for transfer of authority over, and administration and control of Crown lands, water, and resources from Canada to GN.

Status: Agreement-in-Principle negotiations commenced October 3, 2014 and suspended during the federal election period.

Priorities (2016-17)

- Pending successful Agreement-in-Principle negotiations, continue efforts on the Devolution Agreement negotiations with the Government of Canada and Nunavut Tunngavik Incorporated and initiate devolution implementation.

Priorities (2017-18)

- Continue efforts on the devolution Agreement negotiations with the Government of Canada and Nunavut Tunngavik Incorporated. Pending advancement of negotiations, direct and coordinate devolution implementation for the GN.

Priorities (2018-19)

- Continue efforts on the devolution Agreement negotiations with the Government of Canada and Nunavut Tunngavik Incorporated. Pending advancement of negotiations, direct and coordinate devolution implementation for the GN.

Financial Summary

Branch	2015 - 2016 Main Estimates		2016 - 2017 Main Estimates		2017 - 2018 Planned		2018 - 2019 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,614	19.0	2,662	19.0	2,662	19.0	2,662	19.0
Grants & Contributions	-		-		-		-	
Other O&M	917		992		992		992	
Subtotal	3,531		3,654		3,654		3,654	
Strategic Planning								
Compensation & Benefits	2,396	19.0	2,924	20.0	2,924	20.0	2,924	20.0
Grants & Contributions	-		-		-		-	
Other O&M	236		681		681		681	
Subtotal	2,632		3,605		3,605		3,605	
Nunavut Cabinet								
Compensation & Benefits	3,056	20.0	3,079	20.0	3,079	20.0	3,079	20.0
Grants & Contributions	-		-		-		-	
Other O&M	1,589		1,564		1,564		1,564	
Subtotal	4,645		4,643		4,643		4,643	
Commissioner of Nunavut								
Compensation & Benefits	162	1.0	158	1.0	158	1.0	158	1.0
Grants & Contributions	10		10		10		10	
Other O&M	129		129		129		129	
Subtotal	301		297		297		297	
Sivumuaqatigiit								
Compensation & Benefits	4,186	33.0	3,979	33.0	3,979	33.0	3,979	33.0
Grants & Contributions	-		-		-		-	
Other O&M	4,063		4,063		4,063		4,063	
Subtotal	8,249		8,042		8,042		8,042	
Intergovernmental Affairs								
Compensation & Benefits	3,841	36.0	3,469	36.0	3,469	36.0	3,469	36.0
Grants & Contributions	90		180		180		180	
Other O&M	2,206		1,689		1,689		1,689	
Subtotal	6,137		5,338		5,338		5,338	
Devolution Secretariat								
Compensation & Benefits	1,337	10.0	1,253	10.0	1,253	10.0	1,253	10.0
Grants & Contributions	-		-		-		-	
Other O&M	715		1,054		1,054		1,054	
Subtotal	2,052		2,307		2,307		2,307	
Total	27,547	138.0	27,886	139.0	27,886	139.0	27,886	139.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity %		Capacity %	
Total Department Positions	103		102	
Total Filled Positions	85	83%	95	93%
Total Vacancies	18	17%	7	7%
Total Beneficiaries	62	73%	69	73%
Total Executive Positions	4		4	
Total Filled Executive Positions	4	100%	4	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	3	75%	3	75%
Total Senior-Management Positions	10		10	
Total Filled Senior-Management Positions	9	90%	9	90%
Total Vacant Senior-Management Positions	1	10%	1	10%
Total Beneficiaries in Senior-Management Positions	4	44%	4	44%
Total Middle-Management Positions	13		13	
Total Filled Middle-Management Positions	12	92%	13	100%
Total Vacant Middle-Management Positions	1	8%	0	0%
Total Beneficiaries in Middle-Management Positions	9	75%	9	69%
Total Professional Positions	23		22	
Total Filled Professional Positions	16	70%	18	82%
Total Vacant Professional Positions	7	30%	4	18%
Total Beneficiaries in Professional Positions	7	44%	9	50%
Total Paraprofessional Positions	46		46	
Total Filled Paraprofessional Positions	40	87%	45	98%
Total Vacant Paraprofessional Positions	6	13%	1	2%
Total Beneficiaries in Paraprofessional Positions	35	88%	38	84%
Total Administrative Positions	7		7	
Total Filled Administrative Positions	4	57%	6	86%
Total Vacant Administrative Positions	3	43%	1	14%
Total Beneficiaries in Administrative Positions	4	100%	6	100%

Note: The department will receive funding for a total of 139 PYs in 2016-17. Of this total, 37 PYs are excluded from the departmental IEP because they are not positions within the department: 20 Cabinet staff, 1 Commissioner of Nunavut staff, and 16 Sivuliqtiksats intern positions.

Capacity

As of September 30, 2015, the department IEP reflects a capacity level of 83% with a beneficiary's capacity level at 73%. The department had 18 vacancies, 6 less vacancies from

September 2014. These vacancies are mainly within professional and paraprofessional classifications.

The Devolution Secretariat is presently immersed in reorganization by completing a review of job descriptions and realigning the secretariat to oversee and coordinate ongoing devolution negotiations. The proposed re-org is designed to provide much needed financial expertise within the secretariat by converting the vacant Deputy Chief Negotiator position to a Senior Advisor, Finance and Implementation. Moving forward, the Secretariat will initiate strategic planning for transition and implementation matters, increase research and analysis activities undertaken “in house” by ensuring the Secretariat’s activities are supported by a strong project management foundation and better align managerial reporting structures. The Secretariat presently has four vacant positions and is expected to fill three of the vacancies with the next year.

Inuit Employment Plans

Priorities (2015-18)

Within our Intergovernmental Relations Branch, the Government Liaison Office was successful this past year in filling 7 out of 8 vacant positions with bilingual beneficiaries. The division has 25 positions at a capacity level of 100% beneficiaries. A Government Liaison Officer is the public’s central point-of-contact with government. These individuals will ensure that government services can be accessed more easily in every community.

The re-profiling of Strategic Planning Branch has recognized a need for two new Policy Advisors positions to the Policy Division. The addition of these two new positions will enable the department to effectively participate in general policy related activities that are currently carried out throughout the functions of government. The two Policy Advisors positions along with the Administrator Coordinator position are presently in the competition stage.

Priorities (2016-17)

In 2016-17, the Department of Executive & Intergovernmental Affairs will continue to retrain our Inuit representation in the mid 70 percentile range by offering professional development and support to our Inuit employees through performance management.

Going forward, the department will identify vacant positions for possible internships through the Sivuliqtiksatsat program. In addition to participating in government wide initiatives, the department will continue its own efforts to increase beneficiary employment, especially for management categories.

- The department, with the involvement of the entire Senior Management Committee, will continue to closely reexamine all of its job descriptions before staffing positions. 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.

- Corporate Services provides financial and administrative support to the Department of Executive and Intergovernmental Affairs and has two vacancies. These positions are presently in the competition stage and are expected to attract two beneficiaries.

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**Department of
Finance**

**Business
Plan**

2016-2019

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CORE BUSINESS

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

	Budget (\$000)			
	2015-16	2016-17	2017-18	2018-19
Corporate Management	4,476	4,466	4,498	4,458
Policy, Planning and Financial Management	8,666	8,608	8,595	8,544
Comptrollership	26,303	26,926	28,169	27,969
Centrally Administered Funds	52,050	54,294	54,680	55,308
TOTAL	91,495	94,294	95,942	96,279

Corporate Management

The Corporate Management line of business includes the Directorate, Internal Audit Services, Liquor Enforcement and Inspections and the Nunavut Liquor Commission. The Directorate provides overall direction in the delivery of all Department of Finance programs and policies, as well as supporting the Minister of Finance. Internal Audit 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.

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.
- Continue to provide liaison, assistance and guidance to public agencies.
- Conduct various types of audit engagements in order to assist the departments and public agencies in the effective discharge of their responsibilities by providing independent and objective assurance and advisory services.
- Bring a systematic and disciplined approach to evaluating and improving the effectiveness of the GN's risk management, controls and governance processes.
- Provide leadership in the development and delivery of effective and responsive human resources programs, practices and services.
- 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.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
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Directorate		2,143	2,124	2,124	2,126
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The Directorate leads the senior management team and ensures that the department fulfills its mandate. The Directorate provides direction, monitors goals and objectives and ensures that priorities and directives are followed. The Deputy Minister serves as the Secretary of FMB.

Internal Audit Services		1,600	1,604	1,612	1,609
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Internal Audit Services (IAS) supports the departments and public agencies of the GN by providing independent assurance and consulting activities in a manner designed to add value and improve controls over operations. IAS activity helps the GN accomplish its goals and objectives by carrying out a systematic review of operations and advising as to the effectiveness, efficiency and economy of GN policies, practices, procedures, and controls and makes recommendations for improvements.

Liquor Enforcement and Inspections	733		738	762	723
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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. Liquor Enforcement and Inspections 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 alcoholic products in the Territory of Nunavut.

Total, Corporate Management		4,476	4,466	4,498	4,458
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Priorities (2015-16)

- Begin Phase II of program review.
Status: The department is working with the Department of Executive and Intergovernmental Affairs on this operational audit. Phase 1 of the audit was completed in November 2015, and Phase 2 will begin once Phase 1 results have been analysed.
- Develop any necessary amendments to the *Financial Administration Act* and regulations.
Status: Capacity issues have delayed this process. Although there are areas where improvements could be made, there are no critical issues that are not being actioned.
- Undertake an audit of departmental grants and contributions policies to determine compliance with the Financial Administration Manual.
Status: A government-wide audit of grants and contributions is underway. A comprehensive two-part audit plan has been developed, which compares individual

departmental compliance with the Financial Administration Manual (FAM) Directive 801: Grants and Contributions. Results from the audit will be used to explore options for improvement, including potentially developing tools to better track on-going compliance. It is anticipated that Phase 1 of the audit will be completed by the end of fiscal year 15-16.

Priorities (2016-17)

- Develop any necessary amendments to the *Financial Administration Act* and regulations.
- Evaluate Internal Audit Services' effectiveness in carrying out its mission and identify opportunities to enhance its management and work processes, as well as its value to the GN.
- Evaluate the effectiveness of regulations and policies that were created to support the 2013 *Liquor Act* amendments.
- Complete Phase 2 of the audit of departmental grants and contributions.

Priorities (2017-18)

- Consider any recommended changes to Internal Audit Services that result from the evaluation, and implement as necessary.

Priorities (2018-19)

- Establish and implement a framework for on-going evaluation of Department of Finance programs and services and deliverables, including goal establishment, performance indicators and internal reporting mechanisms.

Policy, Planning and Financial Management

The Policy, Planning and Financial Management line of business includes Corporate Policy, Fiscal Policy, Expenditure Management and Corporate Services. Policy and Planning provides policy support to the Minister, GN departments and public agencies. It also negotiates, monitors and manages the fiscal arrangements with the federal government. Expenditure Management provides analytical support to the Financial Management Board, manages the annual budget development process and provides the treasury function. Corporate Services provides departmental financial, administrative and human resources support.

Objectives

- Recommend improvements to legislation and policies that are relevant to the financial and human resources administration of the GN and its public agencies.
- Ensure that the Human Resources and Financial Administration Manuals are current, respond to the needs of users and provide one window for inquiries into their application and interpretation.

Department of Finance

- Negotiate and manage the Territorial Formula Financing (TFF) agreement and other fiscal arrangements with the federal government to maximize benefits to the GN.
- Provide fiscal and economic advice and analysis of the implications of GN policies and proposed initiatives to facilitate sound decision-making.
- Through public agency operations, continue to provide liaison, assistance and guidance to public agencies.
- Ensure sound financial decision making throughout the GN through the provision of timely, accurate and meaningful financial management tools.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
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Corporate Policy		2,198	2,062	2,022	2,022
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Corporate Policy provides departmental, public agency and ministerial support through legislation and policy development. Corporate Policy assumes the lead role in providing support and liaison with the Minister's Office and provides the communications function for the department including the departmental website. For public agencies, the Corporate Policy division provides advice to the Minister of Finance, as assumes an operational role with respect to liaising with and providing assistance to public agencies in Nunavut, and provides support services to the Nunavut Liquor Licensing Board. Corporate Policy supports client departments through the development, maintenance and interpretation of the Financial Administration and Human Resources Manuals. In addition, Corporate Policy manages the Access to Information and Protection of Privacy (ATIPP) process for the Department of Finance, as well as leads the department's Inuit societal values initiatives.

Fiscal Policy		2,222	2,258	2,245	2,195
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Two sections make up the Fiscal Policy Division: Fiscal and Economic Policy, and Taxation and Insurance. The Fiscal and Economic Policy team negotiates and manages most fiscal arrangements with the federal government, forecasts GN revenues, and monitors Nunavut's overall fiscal and economic health. The section collaborates interdepartmentally on a wide range of initiatives such as devolution, and represents the GN to other Canadian governments on a number of fiscal and economic initiatives. The Taxation and Insurance team administers the GN's tax system by enforcing tax legislation, reviewing and developing tax policy and rates, and delivering related programs. The Fiscal Policy Division is also responsible for regulating the territory's insurance industry by licensing insurance professionals and insurance companies.

Expenditure Management		1,924	1,953	1,953	1,953
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Expenditure Management coordinates, facilitates, and provides policy and financial direction to the GN's budget development processes. Financial management advice, policy and administrative support are provided to the Financial Management Board, departments and public agencies. Expenditure Management performs a compliance and enforcement role with respect to departmental budgets, organizational design and positions. 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.

Corporate Services	2,322	2,335	2,375	2,375
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Corporate Services provides a full range of financial, administrative and human resource support services to the Department of Finance. It also provides departmental coordination of the Financial Internship Program. Corporate Services is responsible for budget development, analysis and control for the department and manages the Centrally Administrated Funds Branch. Corporate Services also oversees the risk management function for all Government Departments.

Total, Policy, Planning and Financial Management	8,666	8,608	8,595	8,544
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Priorities (2015-16)

- Conduct a comprehensive review of Nunavut's taxation system to ensure its rates and structure are equitable, efficient and effective, particularly in the context of the recently renewed major federal transfers.
Status: Underway. Over 60 projects have been identified from consultations with departments. Work has commenced on approximately 25 projects to date.
- Implement a new budgeting system for the three-year forecast and variance reporting.
Status: The department has developed a standardized system for budget and variance reporting. All GN departments are now using this format/system for the three-year forecast, variance report, and five-year Capital Plan.
- Review and improve the Financial Internship Program.
Status: Underway. Revised and updated guidelines with a standardized application process are anticipated to be completed in the winter of 2016.

Priorities (2016-17)

- Implementation of the comprehensive tax review.
- Initiate a review of the *Insurance Act* to identify opportunities to modernize the territory's regulation of the insurance industry.
- Conduct a GN-wide employee survey to provide data for the 2019-2022 Human Resources Strategy and contribute to the development of an Employee Wellness Program.
- Develop and Implement an Inuit Qaujimajatuqangit framework for the department.

Priorities (2017-18)

- In cooperation with EIA, develop the 2019-22 Human Resources Strategy.
- Draft amendments to the *Insurance Act*.
- Undertake discussions with Finance Canada regarding renewal of the Territorial Formula Financing Agreement.

Priorities (2018-19)

- Explore options for customized budgeting software to manage GN budgeting system more effectively.
- Review the methods used to set tax rates and review the appropriateness of current tax rates for all tax types.
- Renew Territorial Formula Financing Agreement. The current agreement expires on March 31, 2019.

Comptrollership

The Comptrollership line of business includes Employee Relations and Job Evaluation, Financial Systems Management, Financial Reporting and Controls, Financial Operations, Compensation and Benefits, Staffing and Recruitment and Regional Operations. Comptrollership provides an accountability framework and systems that support the decentralized administration of GN mandates through the development and management of GN financial and human resource processes. These processes include: revenue and expenditure functions; managing the human resources function, including position development; recruitment and retention; payroll and benefits; employee and union relations; and workplace health, safety and wellness. Comptrollership also 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 and human resource information systems and related processes, and provide accounting and financial operations support services to GN departments and public agencies.
- Produce the annual Public Accounts in compliance with statutory requirements.
- Manage an effective, fair and transparent staffing process that is compliant with the Priority Hiring Policy.
- Provide leadership and guidance reflecting Inuit societal values in the administration of Workplace Health, Safety and Wellness programming.
- Foster a Government of Nunavut workplace environment that encourages employees to access internal mechanisms to submit recommendations for workplace improvements.
- Lead the GN in collective bargaining and represent the GN during negotiations as mandated.
- Provide timely and consistent labour relations and job evaluation expertise.
- Provide professional payroll, benefits and relocation services to employees.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
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Employee Relations and Job Evaluation		3,223	3,454	3,551	3,466
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Employee Relations provides professional employee relations advice and services to departments and agencies and contributes to the GN's overall ability and capacity to attract, retain and fairly compensate employees through the collective bargaining process. Workplace Health, Safety and Wellness facilitates compliance with Workers' Safety and Compensation Commission (WSCC) requirements and offers programs to support the general wellbeing of all employees. Employee Relations also acts as the liaison between the government and the Ethics Officer. Job Evaluation provides technical advice and assistance to departments and agencies on organizational design and job evaluation to promote a consistent and fair classification structure for GN positions.

Financial Systems Management		3,059	3,091	3,091	3,091
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Financial Systems Management develops and maintains central accounting, financial and human resource systems. It 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, e-Personality, Access Online, Purchasing Card System, Crystal Reporting, User Defined Report systems and other financial software as required.

Financial Reporting and Controls		1,800	1,785	1,785	1,785
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Financial Reporting and Controls has the responsibility for government-wide maintenance of internal accounting controls and ensuring the accuracy, compliance and 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 for the annual financial audit of the Public Accounts.

Financial Operations		3,016	3,101	3,095	3,086
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Financial Operations provides leadership to GN 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 expended, collected and recorded correctly. This program manages the accounts payable and receivable functions and is responsible for the disbursements under the Consolidated Revenue Fund. Financial Operations is also responsible for central coordination of the employee relocation process

Compensation and Benefits		3,152	3,271	3,480	3,453
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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

Department of Finance

of the government's Human Resources Information System in conjunction with Financial Systems Management.

Recruiting and Staffing	2,877	2,852	2,852	2,852
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This program works in collaboration with GN departments to develop and implement recruitment initiatives to address workforce needs, in particular the achievement of the GN's Inuit employment priorities. The division develops policies and procedures to support the staffing function and manages centralized staffing services for the GN, including the Summer Student Employment Equity Program.

Regional Operations	9,176	9,372	10,315	10,236
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Regional Operations manages staffing, relocation, accounts payable, accounts receivable, collection activities, account reconciliation and the payroll and benefit services to the GN'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	26,303	26,926	28,169	27,969
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Priorities (2015-16)

- Finalize standardized job descriptions for identified groups across the GN.
Status: A Request for Proposals has been developed and is anticipated to be released by December 2015.
- Explore further opportunities for implementation of electronic workflow and approvals for other financial processes within the GN, including the investigation of options for tracking grants and contributions reporting and payments.
Status: The department is in the process of implementing a web-based version of FreeBalance with more flexibility. The department is continuing to explore functionalities available in FreeBalance for tracking grants and contributions, reporting and tracking payments made directly from the GN's accounting system.
- Review and improve the interview process by providing training in behavioural descriptive interviewing techniques, and exploring new candidate selection tools.
Status: Finance staff with the Staffing and Recruitment branch received training in "behavioural descriptive interview techniques" and "train-the-trainer" in 2015. Panel member training has been developed and a training package is in progress. Training sessions are planned for February 2016 and training will be ongoing.
- Expand student employment opportunities for students in non-decentralized communities.
Status: In 2015, a total of 208 summer students were hired in 19 communities. 152 were NLCA beneficiaries. Increased efforts were made to increase participation in two communities with little participation in the program previously. Departments used social media, radio, school visits, and Government Liaison Officers (GLOs) to share the Summer

Student Employment Equity Program (SSEEP) information. This program ensures young Nunavummiut can get relevant work experience within the GN

- Develop a template and assist departments in developing three-year staffing plans.
Status: Vacancy review and prioritizing plans were developed with departments to assist in targeted recruitment for the Department of Finance and across the GN.
- Raise the profile of the GN as an attractive place to work, by providing material to job seekers highlighting compensation, benefits, professional development opportunities and flexible work arrangements.
Status: Materials have been developed and made available on the GN job posting website to provide additional information for candidates. A GN corporate page was established on the LinkedIn social media site to raise the GN's profile and utilize its large audience.
- Establish a repository for job descriptions to improve consistency and enable tracking of positions and organizational structures.
Status: As Job Evaluation receives job descriptions, they are being stored electronically.

Priorities (2016-17)

- Ensure an applicant and competition database is accessible and operational by all staffing divisions and departments with delegated staffing authority.
- Develop an online database for behavioural descriptive interview questions that will be accessible from all staffing divisions.
- Undertake a formal review of workplace health and safety including WSCC compliance.
- Complete a review of the WSCC lost time claims and identify areas for improvement in case management to focus on assisting employees in returning to the workplace.
- Negotiate the Nunavut Teachers Association collective agreement.
- Develop options to expand the GN employee awards program.
- Explore options for leave and attendance software.

Priorities (2017-18)

- Develop an Employee Wellness Program using the results of the Employee Survey to determine appropriate mechanisms to achieve positive results.
- Implement a pilot program delegating responsibility for staffing to select departments.
- Develop and release a “Managing in a Unionized Workplace” training program.
- Implement a comprehensive system for tracking Leave & Attendance for the GN.

Priorities (2018-19)

- The Next Generation version of ePersonality and the FreeBalance web-based application are scheduled to be in place by 2018-19. The department will explore new modules and functionalities including additional workflow and approvals and adopt those that are beneficial to the GN.
- Negotiate the Nunavut Employees Union collective agreement.
- Expand the profile of the GN as an Employer of Choice through larger social media recruitment tools that allow candidates to view employment opportunities, engage with HR/staffing professionals, share information and network.
- Work with other GN departments and agencies to create a one-window approach for GN employees for all career planning, development and employment opportunities.

Centrally Administered Funds

The Centrally Administered Funds line of business includes Employee Benefits, Capital Lease, Insurance, Energy Subsidy and Nunavut Child Benefit programs. Centrally Administered Funds ensures that a number of GN activities, assets and commitments are honoured and protected. It provides benefits for GN employees as well as energy subsidies and child tax benefits to Nunavummiut.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
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Employee Benefits		23,752	25,362	25,513	26,124
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Employee Benefits provides funding for Workers' Safety and Compensation Commission premiums, relocation, medical travel and other benefits for GN employees. It also provides the funding for the Summer Student Employment Equity Program.

Capital Leases		10,301	10,298	10,317	10,334
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Capital Leases provides the interest and amortization payments for the GN'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		5,432	5,857	5,857	5,857
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GN Insurance, which provides liability insurance coverage for GN activities and assets, is a component of the GN's risk management function.

Energy Subsidies	10,510	10,722	10,938	10,938
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Energy Subsidies 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.

Nunavut Child Benefit (NUCB)	2,055	2,055	2,055	2,055
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Nunavut Child Benefit is a non-taxable amount paid monthly to qualifying families with children under 18 years of age, which is funded fully by Nunavut.

Total, Centrally Administered Funds	52,050	54,294	54,680	55,308
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Financial Summary

Branch	2015 - 2016 Main Estimates		2016 - 2017 Main Estimates		2017 - 2018 Main Estimates		2018 - 2019 Main Estimates	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	1,939	22	1,939	22	1,939	22	1,939	22
Grants & Contributions	0		0		0			
Other O&M	937		923		947		910	
Subtotal	2,876		2,862		2,886		2,849	
Policy, Planning and Financial Management								
Compensation & Benefits	7,457	55	7,337	55	7,337	55	7,337	55
Grants & Contributions	0		0		0		0	
Other O&M	1209		1271		1258		1207	
Subtotal	8,666		8,608		8,595		8,544	
Internal Audit Services								
Compensation & Benefits	1,466	10	1,470	10	1,470	10	1,470	10
Grants & Contributions	0		0		0		0	
Other O&M	134		134		142		139	
Subtotal	1,600		1,604		1,612		1,609	
Comptrollership								
Compensation & Benefits	22329	180	22765	184	23820	193	23820	193
Grants & Contributions	0		0		0		0	
Other O&M	3974		4161		4349		4149	
Subtotal	26,303		26,926		28,169		27,969	
Centrally Administered Funds								
Compensation & Benefits	8,614	0	9,274	0	9,454	0	9,648	0
Grants & Contributions	12565		12777		12993		12993	
Other O&M	30,871		32,243		32,233		32,667	
Subtotal	52,050		54,294		54,680		55,308	
Total	91,495	267	94,294	271	95,942	280	96,279	280

Inuit Employment Plan

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity	%	Capacity	%
Total Department Positions	267		271	
Total Filled Positions	194	73%	235	87%
Total Vacancies	73	27%	36	13%
Total Beneficiaries	91	47%	119	51%
Total Executive Positions	4		4	
Total Filled Executive Positions	3	75%	4	100%
Total Vacant Executive Positions	1	25%	0	0%
Total Beneficiaries in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	15		15	
Total Filled Senior-Management Positions	13	87%	15	100%
Total Vacant Senior-Management Positions	2	13%	0	0%
Total Beneficiaries in Senior-Management Positions	1	8%	1	7%
Total Middle-Management Positions	42		42	
Total Filled Middle-Management Positions	28	67%	38	90%
Total Vacant Middle-Management Positions	14	33%	4	10%
Total Beneficiaries in Middle-Management Positions	9	32%	15	39%
Total Professional Positions	80		81	
Total Filled Professional Positions	53	66%	70	86%
Total Vacant Professional Positions	27	34%	11	14%
Total Beneficiaries in Professional Positions	13	25%	18	26%
Total Paraprofessional Positions	95		95	
Total Filled Paraprofessional Positions	73	77%	80	84%
Total Vacant Paraprofessional Positions	22	23%	15	16%
Total Beneficiaries in Paraprofessional Positions	45	62%	59	74%
Total Administrative Positions	31		34	
Total Filled Administrative Positions	24	77%	28	82%
Total Vacant Administrative Positions	7	23%	6	18%
Total Beneficiaries in Administrative Positions	23	96%	26	93%

Capacity

As of September 30, 2015, the Department of Finance is operating at 73% capacity, with 194 employees working from 4 different communities. The department is actively seeking ways to ensure positions are being filled as well as increasing Inuit employment within the department.

Inuit Employment Initiatives:

Priorities (2015-18)

In 2015-18, the Department of Finance implemented a number of initiatives to work towards achieving an average of 49% Inuit representation by 2016.

Status: *As of September 2015, the department is at 47% Inuit representation. Of 267 positions, 91 are filled by beneficiaries and 73 positions are vacant. Inuit employment in the Department is highest in the Igloolik office at 86% and lowest in Iqaluit at 34%. Inuit representation is highest in administrative support and para-professional positions at 96% and 62% respectively*

The Department of Finance has the following initiatives aimed at increasing Inuit employment:

- Hire beneficiaries through the Summer Student Employment Equity Program. Students can determine if a career in the public service with an emphasis on finance or human resources fits their professional ambitions.
Status: *In 2015, the Department of Finance hired 19 summer students, 15 of whom were beneficiaries. Students were hired in all three of our regional offices as well as in Iqaluit.*
- Hire beneficiaries as casual employees to provide them with an opportunity to experience first-hand what a career in finance and human resources is about, and if they would like to pursue a career path in this area.
Status: *The Department of Finance hired 76 casual employees, 50 of whom were beneficiaries.*
- Identify qualified beneficiaries and stream them into intern positions, internally or through the Sivuliqtiksat Internship program;
Status: *There are currently two interns in our internal Financial Internship Program, and we anticipating adding at least one more intern before the end of the fiscal year.*
- When appropriate, offer term positions to successful non-beneficiary candidates if beneficiary candidates are not successful in the recruitment process.
Status: *During 2015-16 one non-beneficiary was hired into the Department on a term position as a result of there being no successful beneficiary candidate.*
- Attend high school and other institutional career fairs to raise awareness and visibility of careers in government as finance and human resources management professionals.
Status: *In 2015-2016 the Department of Finance recruiting team actively worked toward attracting and hiring Inuit from within and outside the territory. This work included presentations at Nunavut Arctic College, Nunavut Sivuniksavut, Financial Management Institute Professional Development Week and Algonquin College Career Fair.*

- Monitor progress and review Inuit employment programs and initiatives on a regular basis to ensure that they are yielding the expected outcome.
Status: *Annual performance reviews are undertaken with all employees. Supervisors work directly with beneficiaries to set short and long term goals and to encourage professional development.*
- Enhance workforce monitoring and plan ahead in order to ensure that there are enough people with the necessary skills to achieve desired objectives.
Status: *Supervisors work with their staff to identify training needs and to support them in their professional development as needed.*

Priorities (2016-17)

In 2016-17, the Department of Finance will undertake the following initiatives aimed at increasing Inuit employment:

- Hire a minimum of 15 beneficiaries through the Summer Student Employment Equity Program (SSEEP). This helps students determine whether a career in the public service with an emphasis on finance or human resources fits their professional ambitions, and helps them develop transferable work skills.
- Participate in high school and other institutional career fairs throughout the territory to raise awareness and visibility of careers in government as finance and human resources management professionals.
- Work to improve the internal Financial Internship Program (FIP) in order to provide promising beneficiaries with training, development and tools to target them into departmental positions.
- Ensure all employees, particularly beneficiaries participating in the SSEEP and FIP, complete an exit survey at the end of their engagement with Finance, Analyse the results for enhancements to these programs, as well as including relevant feedback into our overall Inuit Employment Plan.
- Hire beneficiaries as casual employees to provide them with an opportunity to experience first-hand a career in finance or human resources, and help encourage them to consider pursuing a career path in these areas.
- Identify mentors within the department and provide enhanced support mechanisms for new beneficiary employees.

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**Department of
Justice**

**Business
Plan**

2016-2019

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CORE BUSINESS

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

	Budget (\$000)			
	2015-16	2016-17	2017-18	2018-19
Advisory and Administrative Services	17,272	17,397	17,397	17,397
Law Enforcement	36,235	40,297	38,477	38,477
Legal Support Services	3,441	3,441	3,441	3,441
Court Services	10,900	11,126	11,126	11,126
Legal Registries	1,388	1,388	1,388	1,388
Corrections	35,449	35,449	35,449	35,449
Community Justice	4,757	4,757	4,757	4,757
TOTAL	109,442	113,855	112,035	112,035

Advisory and Administrative Services

Advisory and Administrative Services includes three programs: the Offices of the Deputy Minister, the Assistant Deputy Minister, the 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 that 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 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 a 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 resource functions.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Deputy Minister/ Assistant Deputy Minister's Office Assistant Deputy Attorney General		1,740	1,740	1,740	1,740
<p>The Deputy Minister (DM)/ Deputy Attorney General (DAG), the Assistant Deputy Ministers of Justice (ADM), and the Assistant Deputy Attorney General (ADAG) are 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 Deputy Minister of Justice/Deputy Attorney General is the official legal advisor to the Executive Council and the Government of Nunavut. An ADM oversees the Community Justice Division and the RCMP policing file as well as the Office of the Public Trustee program. The Public Trustee program administers trusts on behalf of minors and administers estates and trusts of Nunavummiut who die without a will or are in need of protection because of disability. The Assistant Deputy Attorney General oversees legal registries, legislation and legal services provided by the department.</p>					
Corporate Services		14,634	14,759	14,759	14,759
<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 also oversees the contribution agreements that fund the Legal Services Board, the Human Rights Tribunal and Community Justice Outreach Workers.</p>					
Policy and Planning		898	898	898	898
<p>The Policy and Planning Division is responsible for developing departmental policy and legislative proposals; analyzing proposed departmental policies; business plan development; conducting justice consultations with other departments, communities and governments; and developing and communicating departmental responses to justice issues.</p>					
Total Advisory and Administrative Services		17,272	17,397	17,397	17,397

Priorities (2015-16)

- Work with justice partners and stakeholders to increase and improve alternatives to court and community based measures outside the court process.
Status: The Policy Division is providing assistance to the Community Justice Division in the development of a Crime Prevention Strategy. Work is also underway to study the feasibility and requirements of alternative courts.
- Introduce Civil Forfeiture legislation.
Status: Consultations are underway on Civil Forfeiture. The department is on track for introduction in 2016.

- Work with stakeholders, and the Federal Government, to improve victim's services.
Status: The Policy Division is providing assistance to the Community Justice Division, and working with the RCMP, and Prosecution Service on victims' initiatives in response to the Victims Bill of Rights. Victim Impact Statement documents and information materials have been prepared and translated.
- Increase Inuit employment within the Department of Justice.
Status: As per the Priority Hiring Policy, beneficiaries are given priority in all job competitions, and the department continues to ensure that artificial barriers are not present when sending a position to competition. The department continues to take part in the Sivuliqtiksat program, and provides mentorship opportunities for staff who are identified as having management potential. Each division is encouraged to come up with their own Inuit employment plan.

Priorities (2016-17)

- Introduce Civil Forfeiture legislation and begin implementation.
- Implement new alternatives to court and community based measures outside the court process.
- Increase Inuit employment within the Department of Justice.

Priorities (2017-18)

- Increase Inuit employment within the Department of Justice.
- Continue implementation of Civil Forfeiture Legislation.

Priorities (2018-19)

- Work with the Federal Government to identify funds for diversions and treatments for accused and offenders.
- Increase Inuit employment within the Department of Justice.
- Conduct a review of organizations receiving departmental contribution agreements to ensure that they are providing the best possible services and maximizing the funds provided.
- Work with Law Enforcement to identify community-based policing solutions.

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 the federal/territorial policing agreement. 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 Territorial Policing Services Agreement.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Law Enforcement		36,235	40,297	38,477	38,477
Total, Law Enforcement		36,235	40,297	38,477	38,477

Policing services are provided by the RCMP under contract with the Government of Nunavut. The Nunavut Division – “V” Division – has personnel posted throughout the Territory with detachments in 25 communities. There are 142 RCMP positions in Nunavut including regular RCMP officers, civilian and public servants.

Priorities (2015-16)

- Continue efforts to increase capacity to communicate in the Inuit language.
Status: Targeted recruiting efforts specifically for Inuit applicants remain ongoing. The RCMP are currently in the process of hiring 2 new public servants who are both fluent in Inuktitut. Currently, several applications are being reviewed for a new position in the Operational Communications Center.

This job advertisement was geared toward Inuit applicants. Several applicants are Nunavut beneficiaries who are Inuktitut speakers. V Division continues to work with the Canadian Police College, Nicola Valley Institute of Technology, and several GN/Inuit organizations to establish the Inuit Cadet Development Program. This program's aim is to increase Inuit representation within the RCMP and other justice related fields. Finally, “V” Division employees are encouraged to take advantage of Inuktitut Second Language courses offered both by the Pirurvik Centre and the Arctic College.

- Support police efforts to continue suicide prevention training and education.
Status: Work continues through the Commanding Officer’s initiative on suicide prevention in the Territory. “V” Division continues to work closely with the Government of Nunavut and other partners regarding a response to suicide and suicide prevention. The RCMP is a strong supporter of the Nunavut Suicide Prevention Strategy (NSPS) and has two regular members, including a Commissioned Officer, on the Implementation Committee. The

Nunavut Suicide Prevention Strategy Action Plan evaluation process has been completed and the results and recommendations of the recent Coroner's Inquest on Suicide Prevention are being reviewed. The RCMP will be fully engaged in updating and implementing the revised action plan.

The RCMP continues its presence on the Embrace Life Council. The RCMP continues to support and participate in the Applied Suicide Intervention Skills Training (ASIST) and Mental Health First Aid Programs. This includes the provision of training to ensure regular members and community members are prepared to handle situations involving suicide, in a respectful and sensitive manner.

The prevention of suicide is one of the RCMP's strategic priorities and all regular members are engaged at the community level in community wellness initiatives. Programs such as the Aboriginal Shield and Firearms Safety Programs are examples of this work. The RCMP worked closely with GN Partners on the revision of the Interagency Information Sharing Protocol, which was signed this summer. Training will be rolled out territory-wide in the near future which will allow all partners to share relevant information to assist in addressing those at risk.

As front-line responders, the RCMP ensures that all individuals deemed at risk of suicide, are properly assessed by qualified medical staff. In addition, over the past year, the RCMP has augmented its practices to ensure that suicidal individuals within police care remain in a safe environment.

- *Crime reduction through intelligence led by policing and crime prevention strategies. **Status:** The use of intelligence in focusing the efforts of law enforcement and crime reduction through crime prevention initiatives are two guiding principles of "V" Division. Through the Annual Performance Plan (APP), each Detachment Commander met with their community stakeholders in April of 2015 in order to identify community priorities. The identified priorities were then used to develop specific initiatives for this year.*

Community policing and crime prevention initiatives are varied and include programs such as: the Aboriginal Shield Program, the Firearms Safety Campaign, the SAFE Schools Initiative and School Liaison/Youth Officer Programs to name a few. Partially guided by the APP, programs are tailored in order to proactively respond to both community and territorial specific needs. Understanding the need for community engagement, regular members utilize their energy and expertise in order to build capacity in the communities they police and live in. Ongoing programs relative to suicide prevention, domestic violence, and youth crime/diversion, are three areas that have been highlighted in the Divisional Annual Performance Plan.

"V" Division continues to work on the development and implementation of a Youth Intervention and Diversion Program (YIDP). The YIDP, specifically designed for Nunavut, will focus on screening low and no risk youth out of the criminal justice system altogether while referring moderate and high risk youth to community services. A YIDP Steering Committee has been formalized and they are currently in the process of designing and

implementing a YIDP Pilot Project for Iqaluit. The overall goal is to introduce a YIDP throughout all 25 communities within Nunavut. Reducing Youth Crime and reducing the number of individuals including youth entering the formal criminal court system are priorities.

In cooperation with the Government of Nunavut's Department of Health, the Aboriginal Shield Program has been redesigned to bring a more specific Nunavut, look and feel to the educational material. The project is expected to be rolled out in the upcoming months.

Targeted enforcement, based on intelligence gathering continues to be effective in interdicting the flow of illegal drugs and alcohol to, and within, Nunavut. The RCMP works in every community to disrupt the supply and sale of these products within Nunavut.

Priorities (2016-17)

- Continue efforts to increase capacity to communicate in the Inuit language.
- Support police efforts to continue suicide prevention training and education.
- Crime reduction through intelligence led by policing and crime prevention strategies.

Priorities (2017-18)

- Continue efforts to increase capacity to communicate in the Inuit language.
- Support police efforts to continue suicide prevention training and education.
- Crime reduction through intelligence led by policing and crime prevention strategies.
- Support police efforts to implement youth based community policing initiatives.
- Support and endorse restorative justice initiatives throughout Nunavut.

Priorities (2018-19)

- Continue efforts to increase capacity to communicate in the Inuit language.
- Support police efforts to continue suicide prevention training and education.
- Crime reduction through intelligence led by policing and crime prevention strategies.
- Support police efforts to implement youth based community policing initiatives.
- Support and endorse restorative justice initiatives 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 of Nunavut's legal interests. Program responsibilities include the provision of legal advice and representation to all departments and certain public agencies as well as legislative 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 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)	2015-16	2016-17	2017-18	2018-19
Legal and Constitutional Law		2,159	2,159	2,159	2,159

The Legal and Constitutional Law Division provides general legal services to all government departments and certain public agencies. It also represents the interests of the Government of Nunavut in all court and tribunal proceedings and in intergovernmental and other negotiations/consultations or engagement. 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 legal advisory services (e.g. administrative law, environmental law, finance, lands and facilities management, public procurement, and the drafting and review of major contracts).

Legislation Division	1,282	1,282	1,282	1,282
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The Legislation Division has five main responsibilities which relate to legislative advice, translation, drafting, registration, and publication. The Division provides legislative advice; drafts bills, regulations and appointments for the government, the Assembly, and most statutory bodies. It translates all bills, and some other instruments, into Inuktitut, and translates all bills and all regulations into French. It registers, maintains, revises and consolidates the Acts and Regulations of Nunavut. It publishes, as required by law, all bilingual and multilingual publications produced by the Division, namely: the monthly *Nunavut Gazette*, and the statutes of Nunavut. As well, the Division maintains the website which makes the statutes, regulations and

other instruments available to the public and responds to inquiries from the public concerning these legislative publications.

Total, Legal Support Services	3,441	3,441	3,441	3,441
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Priorities (2015-16)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities. Increase internal capacity and reduce the dependence on external contractors for routine legislative drafting, translation and legal services.

Status: Steps are being taken to hire additional Inuktitut Legal Translators. Staff continue to participate in professional development opportunities. Staff participation in professional associations and acting assignments continue. The Legal and Constitutional Law Division hired 4 new indeterminate Legal Counsel, and has initiated a staffing action to hire two more Legal Counsel.

The department has entered into an agreement with the Ontario Ministry of the Attorney General to have senior lawyers provide mentoring to Legal Counsel in the Legal and Constitutional, Legislative, and Policy Divisions. This is part of general efforts to build internal capacity and enhance the expertise of GN Counsel.

- Maintain sufficient legal publishing staff (Publication Editor/ Territorial Printer and Deputy) to pursue consolidations and revisions of Acts and Regulations so that they can be available on a timely basis.

Status: The Nunavut Official Editor/Territorial Printer continues to oversee the preparation of additional consolidations. A legislative initiative is underway to streamline the process of consolidation and revision of Nunavut's Acts and Regulations.

- Continue efforts to recruit and train Nunavut Land Claims Agreement beneficiaries as legal and legislative counsel.

Status: The Legal and Constitutional Law Division will run a competition for 2 positions as soon as staff housing is available. Preference will be given based on knowledge of Inuit culture and languages. Inuit candidates who apply will be given priority. Candidates who are not beneficiaries will be interviewed only if no qualified Inuit candidates pass screening.

Lawyers in the Legal and Constitutional Law Division will continue to participate in community outreach events such as the CBA's Mock Trial at Inuksuk High School. As university graduation rates increase among beneficiaries, preference for articling positions in the division will be given to Inuit law graduates.

- Support the expansion of Inuit language capacity and activities within the Legal and Legislation Divisions.

Status: Both the Legal Division and Legislative Divisions have Inuktitut speaking staff who can provide front-line service in Inuktitut. A number of Legislative staff and Legal Counsel have completed the introductory level Inuktitut training, with four of these staff completing

levels 2 and 3 training. Newly hired Legal Counsel and the new Legislative Counsel will also take Inuktitut language training.

Priorities (2016-17)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Increase internal capacity and reduce the dependence on external contractors for routine legislative drafting, translation and legal services.
- Continue efforts to recruit and train Nunavut Land Claims Agreement beneficiaries as legal and legislative counsel.
- Support the expansion of Inuit language capacity and activities within the Legal and Legislation Divisions.

Priorities (2017-18)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Increase staff complement to sufficient levels to take on additional work as required.
- Increase internal capacity and reduce the dependence on external contractors for routine legislative drafting, translation and legal services.
- Develop capacity of counsel in specialized areas of particular interest to the GN, such as environmental assessment, procurement, and litigation.
- Support the expansion of Inuit language capacity and activities within the Legal and Legislation Divisions.

Priorities (2018-19)

- Maintain a full staff complement and promote retention and excellence by providing relevant professional development opportunities.
- Increase the number of lawyers within the Legal and Constitutional Law Division to allow of specialization in areas such as: litigation, environmental assessment, and procurement law.
- Add office space to allow the Legal and Constitutional Law Division to increase capacity.
- Update and improve the information management and database software used by the Legal and Constitutional Law 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.

Additional responsibilities include administration of the Sheriff's Office, the Justices of the Peace Program, Coroner's Office, Maintenance Enforcement Program, the Commissioners of Oaths, Notaries Public, Labour Standards Administration and the *Residential Tenancies Act*. The Division also supports the Labour Standards Board, the Nunavut Criminal Code Review Board, and provides access to legal information 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 records management.
- To provide a culturally appropriate and respectful workplace for staff by providing quality staff training and development opportunities as well as ensuring staff input into all Court initiatives.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Court Administration		8,882	9,122	9,122	9,122
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 public, the Judiciary, legal counsel, the RCMP, and other individuals or groups who are bringing matters before the Court. The Nunavut Criminal Code Review Board is composed of psychiatrists, psychologists, experienced lawyers and non-professional members. The law library at the Nunavut Court of Justice provides legal information for members of the legal profession and Nunavummiut.					
The Family Support Program		379	379	379	379
The Family Support Program has the primary responsibility for collecting and disbursing child and spousal support payments. There are currently approximately two hundred and seventy one open family support files.					
Justices of the Peace (JPs)		664	664	664	664
Justices of the Peace are community based judicial officers who have jurisdiction with the Nunavut Court of Justice over summary (less serious) <i>Criminal Code</i> offences and offences under Nunavut statutes. In addition, Justices of the Peace are empowered to conduct bail hearings for more serious cases and have limited civil jurisdiction under some Nunavut statutes. Justices of the Peace also perform a valuable service in their communities conducting marriage ceremonies, swearing-in various officials, and signing documents.					

Coroner's Office	533	659	659	659
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The Coroner's Office investigates 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 death. The service is supported by Coroners within the communities, 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 is also responsible for arranging with southern providers for such services as autopsies and toxicology testing.

Rental Office	119	119	119	119
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The Rental Officer receives, investigates, mediates and adjudicates complaints under the *Residential Tenancies Act*. A finding of non-compliance can result in a Notice or Order and can be filed in Court and enforced as an Order of the Court.

Labour Standards Board/Labour Services Administration	183	183	183	183
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Labour Standards administers the *Labour Standards Act* and its regulations, the *Wage Recovery Act*, and the *Employment Agency Act*. The Labour Standards Board functions independently to hear appeals under the *Labour Standards Act*.

Total, Court Services	10,900	11,126	11,126	11,126
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Priorities (2015-16)

- With future growth, the Nunavut Justice Centre will need to be renovated. An additional Courtroom, expansion of the court registry, the exhibit control room, Judges chambers, Justice of the Peace offices, and cells will be a priority.
Status: Court Services will proceed with renovations to the Nunavut Justice Centre in early 2016. Renovations to the holding cells, prisoner handling areas, and repairs to the exterior windows, will be completed in the 2016/2017 fiscal year.
- Explore the feasibility of leasing a transient housing unit for non-resident deputy judges and contractors such as court reporters and interpreters.
Status: Court Services is currently preparing a cost analysis and an operational business case will be developed for this initiative.
- Continue to provide ongoing staff training and professional development opportunities.
Status: The Court Services Management Committee is exploring many different training initiatives both onsite and online. The Committee will explore partnerships with other jurisdictions to provide high quality training.
- Expand and enhance the use of technology in Courts including adding videoconferencing and audio recording capabilities to all courtrooms with access to these technologies in communities during court circuits.
Status: Courts has expanded videoconferencing technology to two of its three courtrooms and has mobile units in its conference and meeting rooms. A project is underway to complete

the third courtroom's transformation to allow for videoconferencing by the end of the fiscal year.

Priorities (2016-17)

- Explore options to expand the Nunavut Justice Centre facility, to add more courtroom and office space.
- Implement a Court Records Management system that will include a financial payment and tracking component for registry filing fees and fine payments.
- Continue to provide ongoing staff training and professional development opportunities.

Priorities (2017-18)

- Expand the current Justice of the Peace Program into the communities by investing resources to establish regional Justice of the Peace offices and facilities in each region.
- Expand Sheriff Services to include greater responsibilities in the area of prisoner escort and management for court proceedings.
- Continue to provide ongoing staff training and professional development opportunities.

Priorities (2018-19)

- Explore options to expand current library services and methods used to deliver court and legal information by researching a virtual module and information system based on current IT trends and learning programs.
- Complete an organizational review of the court administration business model and explore a realignment of service delivery to align and focus on a resolution objective model.
- Continue to provide ongoing staff training and professional development opportunities.

Legal Registries

Legal Registries administers corporate, commercial and land titles laws and processes 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 securities such as stocks, bonds and mutual funds. It also regulates 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 in Nunavut.
- To facilitate the registration of business and non-profit organizations.
- To ensure that advisors, dealers and companies who deal with securities 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)	2015-16	2016-17	2017-18	2018-19
Land Titles Office		791	791	791	791
To administer the <i>Land Titles Act</i> by reviewing and registering survey plans and various legal documents to create ownership titles and to identify other legal interests and mortgages affecting titled lands. The Office also administers the <i>Personal Property Security Act</i> , which enables lenders to register their claim to 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		597	597	597	597
The Corporate Registry administers the <i>Business Corporations Act</i> , <i>Societies Act</i> , <i>Partnership Act</i> , and certain provisions of the <i>Co-operative Associations Act</i> and <i>Credit Union Act</i> . Submitted documents are reviewed and processed to establish and maintain current information on corporations, societies, partnerships and co-operative associations.					
The Securities Registry administers the <i>Securities Act</i> , which regulates trading in investment securities. Documents are reviewed and processed to register advisors and dealers who trade stocks, bonds and mutual funds, describe and qualify the shares of public companies and mutual funds that are offered for sale in Nunavut; and consider applications for discretionary relief from some requirements.					
Total, Legal Registries		1,388	1,388	1,388	1,388

Priorities (2015-16)

- Complete Nunavut Land Claims Article Agreement Article 14 CGS surveyed lands transfer into Land Titles records.
Status: Legal Registries has processed all incoming registrations regarding the transfers.
- Review POLAR and BEAR and continue to improve the systems, based on client feedback.
Status: BEAR is in the final stages of development; code writing should be complete by the end of November 2015. Testing and bug fixes should be complete by the end of December

2015. BEAR should be launched by January 2016. POLAR is operating well but continues to be refined and improved based on user feedback.

- Compile and finalize the listing of un-surveyed Article 14 lands.
Status: This project has not been completed. Work continues with the Department of Community and Government Services to source the necessary information to complete the listings. The Division is also monitoring the development of the proposed land plebiscites.

Priorities (2016-17)

- Prepare to amend the Business Corporations Act to recognize new entities.
- Harmonize the software systems POLAR and BEAR.

Priorities (2017-18)

- Continue to improve the integration of various electronic registries.
- Increase Inuit employment in the division and increase training and advancement opportunities for Inuit staff.

Priorities (2018-19)

- Concentrate on employee retention by providing staff training and professional development opportunities.
- Ensure the division is fully staffed.
- Continue to support Inuit language initiatives and Inuit employment.
- Work with Community and Government Services to ensure title issues to all surveyed parcels within the municipalities pursuant to Sec. 14.2.1 of the NLCA.

Corrections

Corrections administers programs that include Adult and Young Offender Institutions, Outpost 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. The Division oversees the adult and young offenders' facilities, including on-the-land camp operations and open-custody homes. The Community Corrections' Program supervises offenders placed on probation or released from institutions on parole or early release.

Objectives

- To seek the advice and assistance of 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)	2015-16	2016-17	2017-18	2018-19
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Corrections Directorate		7,214	7,214	7,214	7,214
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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 liaison with other jurisdictions across Canada.

Community Corrections		3,302	3,302	3,302	3,302
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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 Family Services are now being conducted by Community Corrections' Officers. Community Corrections' Officers provide supervision, support and programming to adult and youth offenders serving sentences, on probation, or under conditional sentences.

Adult Healing Facility–Kugluktuk		1,934	1,934	1,934	1,934
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Carrying out the mandate of the Court, the Healing Facility provides care, custody and control of offenders sentenced to terms of incarceration. Elders provide counseling and healing programs in the facility enabling offenders to heal in an environment that is supported by their families and home communities.

Adult Institutions and Correctional Camps		10,057	10,057	10,057	10,057
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Carrying out the direction of the Court, the institutions and camps provide care, custody and control of 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		2,449	2,449	2,449	2,449
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To provide open and secure placement for youth offenders as ordered by the Court pursuant to the *Youth Criminal Justice Act*. The program provides treatment and care to youth sentenced to terms in custody or awaiting trial. The open custody young offenders are sent to 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.

**Women’s Correctional
Healing Facility**

1,051 **1,051** 1,051 1,051

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

Rankin Inlet

Healing Facility

6,138 **6,138** 6,138 6,138

Carrying out the direction of the Court, this adult institution in the Kivalliq provides programs and counseling to offenders to meet the Corrections’ mission statement.

Makigiavik

3,304 **3,304** 3,304 3,304

Carrying out the direction of the Court, this adult institution in Iqaluit will house low risk inmates. It will provide programs and counseling to offenders to meet the Corrections’ mission statement.

Total, Corrections **35,449** **35,449** **35,449** **35,449**

Priorities (2015-16)

- Continue developing a plan for a medium to long-term solution to increase capacity for inmates in Nunavut, including planning to repatriate all Nunavut inmates housed outside of Nunavut.
Status: Corrections tendered an RFP to evaluate current and future correctional infrastructure needs in Nunavut; the evaluation was completed in April 2015 and was reviewed by the department. A capital project proposal was submitted to Infrastructure Canada in May 2015.
- Complete hiring and training of staff for Makigiavik in Iqaluit and proceed with operation of the facility.
Status: The initial competition for new positions at Makigiavik was held in February 2015. This competition was rerun in April 2015 to increase beneficiary response. Makigiavik staff have undergone extensive training to ensure safety and proper program delivery.
- Continue development of staff training for all Correctional Staff across Nunavut in areas such as counseling techniques, healing programs, and suicide intervention.
Status: The department ensures that staff are properly trained to safeguard staff and inmates. Training offered to correctional staff includes: Nunavut Healing and Learning Together (also known as NUHALT); Corrections Core Training; Mental Health First Aid; First Aid and CPR; and Niche COMS training.

Priorities (2016-17)

- Continue developing medium to long-term solution to increase capacity for inmates in Nunavut, including planning to repatriate all Nunavut inmates housed outside of Nunavut.

- Implement staff training for all correctional staff across Nunavut in areas such as counseling techniques, healing programs, and suicide intervention.

Priorities (2017-18)

- Continue to improve safety and develop correctional capacity in Nunavut, establish maximum security correctional space, and plan for the repatriation of territorially sentenced incarcerated Nunavummiut housed outside of the territory.
- Review and further develop transitional, rehabilitative programming offered by Corrections Nunavut for community and facility based sentences.
- Continue to evaluate current practices and continue to update Corrections' policies and legislation to reflect modern best practices and Inuit Qaujimajatuqangit.
- Strengthen and support the continuum of care that must exist between the community and facilities to encourage and facilitate the rehabilitation of incarcerated and formerly incarcerated Nunavummiut and Nunavut communities.

Priorities (2017-18)

- Ensure Corrections is providing effective rehabilitation programming through assessments.
- Update correctional policies and mandates to ensure they are in line with the establishment of medium and maximum security correctional space.
- Continue to fill any vacant positions identified during the 2016 review of the Corrections Division human resource capacity.

Community Justice

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

Community Justice also supports the development of victims' services at a community level; and provides funding to community based justice projects that provide alternative to court solutions for crime; including land programs for teaching cultural knowledge and healing for both offenders and victims. Community Justice supports the development and implementation of services to assist families in mediation, with an emphasis on providing families an alternative to the court process for child custody, access and child support.

Objectives

- To provide alternatives to the Court for 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)	2015-16	2016-17	2017-18	2018-19
Community Justice Directorate		1,519	1,519	1,519	1,519
The Directorate oversees the operation of Community Justice throughout Nunavut. It develops, initiates and provides direction and support to community programs. The Directorate also acts as a liaison with other jurisdictions across Canada.					
Community Justice Program		3,238	3,238	3,238	3,238
The Community Justice Program provides alternative justice to communities and offenders; provides crime prevention initiatives to communities; works in conjunction with community groups; provides funding for crime prevention programs; and works with offenders in the areas of mediation and diversion. It is important that local responsibilities and accountability be restored. Community Justice Committees can contribute to the creation of a fair, just, and supportive community in a manner that is consistent with traditional values, and provides an alternative to prosecution in Court.					
The Community Justice Division coordinates victims' services, including the development of policies and guidelines for the Victims Assistance Committee, and assists 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		4,757	4,757	4,757	4,757

Priorities (2015-16)

- Continue to assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system, and increase their participation in community based crime prevention initiatives.
Status: A specialized training plan for Community Justice Committees has been implemented. Five Regional Specialists were trained on the Restorative Justice Model – Family Group Conferencing Training. Learning material has been adapted to suit the unique needs and values of Nunavummiut. The Specialists will train all Community Justice Outreach Workers and the Justice Committees in Nunavut. With this training, Community

Justice can provide local, long-term support for Justice Committees in the area of restorative justice and victim support/engagement, and offender accountability. A manual has also been produced to provide additional support for Justice Committees dealing with diverted clients.

- Continue to support victims of crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.
Status: The Victims Assistance Committee, along with the Victim Services Coordinator, have been exploring ways to enhance the role of the Committee and to better use the funds to assist victims of crime.
- Continue to explore innovative ways to support victims of crime.
Status: The Community Justice Division continues to work with partners and stakeholders in support of Victims of Crime in Nunavut. The Federal Victims Bill of Rights is being used as a guideline to develop programs and supports to victims and their families.
- Roll out a Crime Prevention Strategy for Nunavut and continue to deliver crime prevention programs in all regions of Nunavut.
Status: The Community Justice Division will be working with partners and stakeholders to establish a Crime Prevention Working Group. The Group will lead the implementation of the Crime Prevention Strategy and provide support to communities to meet their crime prevention and wellness priorities.
- Advance the delivery of an effective family mediation program for the people of Nunavut.
Status: The Community Justice Division continues to work with partners and stakeholders in support of families experiencing difficulties as a result of family breakdown. The department plans to fill the Family Mediation Coordinator position that will be responsible for providing mediation services and support. The Community Justice Division will provide any support and training needed by the new mediator in order to provide effective services.

Priorities (2016-17)

- Continue to assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system, and participation in community-based crime prevention initiatives.
- Continue to support victims of crime through the Victims Assistance Fund, which is used to fund community-based projects and activities that support victims of crime.
- Establish more programs and support systems for victims of crime.
- Deliver more crime prevention programs in all regions of Nunavut.
- Advance the delivery of an effective family mediation program for the people of Nunavut.

Priorities (2017-18)

- Continue to assist Justice Committees to divert cases from the formal criminal justice system, and to participate in community-based crime prevention initiatives.
- Continue to support victims of crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.
- Deliver more programs and ensure support systems are in place for victims of crime.
- Deliver more crime prevention programs in all regions of Nunavut.
- Advance the delivery of an effective family mediation program for the people of Nunavut.
- Community Justice will work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.

Priorities (2018-19)

- Continue to assist Justice Committees to divert cases from the formal criminal justice system, and to participate in community-based crime prevention initiatives.
- Continue to support victims of crime through the Victims Assistance Fund which is used to fund community based projects and activities that support victims of crime.
- Deliver more programs for victims of crime.
- Deliver more crime prevention programs in all regions of Nunavut.
- Continue to work collaboratively with the Corrections Division to support offenders as they reintegrate into their communities at the completion of their sentence.

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)	2015-16	2016-17	2017-18	2018-19
Human Rights Tribunal		812	812	812	812
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		812	812	812	812

Priorities (2015-16)

- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
Status: There are currently 5 members on the board.
- Complete a semi-annual public awareness campaign.
Status: The Tribunal has taken steps to produce public information and increase advertisement. Newspaper and magazine ads have been published.
- Continue to decrease decision turn-around times.
Status: During the year, there has been a quicker turn-around time than other years. 6 files from 2012-2014 have been closed.
- Conduct settlement proceedings within 3 months of rendering a Part 4 Decision.
Status: Decisions have been issued in a timely manner. Due to challenges with scheduling mediations in the different time zones, no settlements have been rendered within 3 months after a part 4 decision has been issued.

Priorities (2016-17)

- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
- Continue to decrease decision turn-around times.
- Continue to increase public awareness and public education about the Tribunal and its role.

Priorities (2017-18)

- Complete one community visit per region to promote human rights and the Tribunal in Nunavut communities.
- Schedule two face-to-face meetings among Tribunal members to clear decision backlog.
- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut.

Priorities (2018-19)

- Complete one community visit per region to promote human rights and the Tribunal in Nunavut communities.
- Schedule two face-to-face meetings among Tribunal members to clear decision backlog.
- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
- Identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.

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: Maliiganik Tukisiiniakvik in the Baffin Region, Kivalliq Legal Services 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)	2015-16	2016-17	2017-18	2018-19
Legal Services Board		11,818	11,818	11,818	11,818
The Nunavut Legal Services Board provides criminal, family, and civil/poverty legal aid services through a blended staff and private lawyer model to the people of Nunavut.					
Total, Legal Support Services		11,818	11,818	11,818	11,818

Priorities (2015-16)

- Re-assess and evaluate the progress of implementing the change management plan to ensure actions undertaken or planned have achieved or will achieve improved operational efficiencies and service delivery.

Status: Many internal changes to the Legal Services Board procedures and practices have resulted in enhancing operations and reporting capabilities. Enhanced financial procedures and independent audits have resulted in compliance with the Financial Administration Act and contribution agreements.

Continued policy development, assessment and amendments have resulted in more consistent service delivery across the territory. Changes to internal reporting mechanisms enable the Board and senior management to respond to issues and changing trends with more transparency, speed, and more effectively. This assessment and evaluation remains on-going and the progress is reflected in all aspects of the organization from the delivery of legal services to the functionality of the territorial Board.

- Develop a plan to implement any changes arising from the review of the Court worker Program.

Status: The review of the program is complete with information and input gathered from Court workers, clinic directors, and staff lawyers. It is expected that final recommended changes and program direction will be set in 2016.

- Continue to review and assess Legal Services Board policies for needed amendments or new areas requiring policy development.

Status: This work is on-going. Recent amendments were made to policies affecting private panel lawyers clarifying the discretionary powers of Board with respect to the evaluation and assignment of work in accordance with legislation. Planned policy assessment and development for the coming months, involve financial eligibility analysis, civil legal aid coverage areas, and internal financial management.

- Evaluate and make any necessary improvements to database and reporting requirements.

Status: The latest phase of development is being tested at the Iqaluit legal aid clinic. This phase involves more detailed file management for individual lawyers. A mid-evaluation report is expected early next calendar year.

- Continue to assess and/or implement needed changes to the Legal Services Board's Information Technology systems.

Status: Work has begun with the CGS on creating a system within the GN platform. This project aims to create a system that will meet the practice and professional obligations respecting solicitor client privilege of the Board's legal teams.

Priorities (2016-17)

- Continue to review, evaluate and make necessary adjustments to improve organizational efficiencies and program delivery.

Department of Justice

- Develop a plan to implement any changes arising from the review of the Court Worker Program.
- Continue to assess Legal Services Board policies for needed amendments and/or new areas requiring policy development.
- Evaluate and make any necessary adjustments to Legal Services Board's Information Technology system.

Priorities (2017-18)

- Continue to review, evaluate, and make necessary adjustments to improve organizational efficiencies and program delivery.
- Continue to assess Legal Services Board policies for needed amendments and/or new areas requiring policy development.
- Develop and implement a Public Legal Education Initiative with partners to provide the public with more information about the law and their rights.
- Assess the success of implementing the change management plan and make any necessary adjustments.
- Develop a new 3 - 5 year work plan for legal aid services in Nunavut.
- Implement succession planning for key leadership and senior management positions.

Priorities (2018-19)

- Continue to review, evaluate and make necessary adjustments to improve organizational efficiencies and program delivery.
- Continue to assess Legal Services Board policies for needed amendments and/or new areas requiring policy development.
- Continue to develop and implement Inuit Employment Plan strategies and succession planning.
- Continue to develop work opportunities for Nunavut law students and graduates.

Financial Summary

Branch	2015 - 2016		2016 - 2017		2017 - 2018		2018 - 2019	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	4,137	44.0	4,262	45.0	4,262	45.0	4,262	45.0
Grants & Contributions	12,630		12,630		12,630		12,630	
Other O&M	505		505		505		505	
Subtotal	17,272		17,397		17,397		17,397	
Law Enforcement								
Compensation & Benefits	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	36,235		40,297		38,477		38,477	
Subtotal	36,235		40,297		38,477		38,477	
Lawyer Support Services								
Compensation & Benefits	3,050	26.0	3,050	26.0	3,050	26.0	3,050	26.0
Grants & Contributions	-		-		-		-	
Other O&M	391		391		391		391	
Subtotal	3,441		3,441		3,441		3,441	
Registries and Court Services								
Compensation & Benefits	7,182	67.0	7,255	68.0	7,255	68.0	7,255	68.0
Grants & Contributions	-		-		-		-	
Other O&M	5,106		5,259		5,259		5,259	
Subtotal	12,288		12,514		12,514		12,514	
Corrections								
Compensation & Benefits	25,051	216.0	25,051	216.0	25,051	216.0	25,051	216.0
Grants & Contributions	-		-		-		-	
Other O&M	10,398		10,398		10,398		10,398	
Subtotal	35,449		35,449		35,449		35,449	
Community Justice								
Compensation & Benefits	1,869	15.0	1,869	15.0	1,869	15.0	1,869	15.0
Grants & Contributions	2,303		2,303		2,303		2,303	
Other O&M	585		585		585		585	
Subtotal	4,757		4,757		4,757		4,757	
Total	109,442	368.0	113,855	370.0	112,035	370.0	112,035	370.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity	%	Capacity	%
Total Department Positions	368		370	
Total Filled Positions	260	71%	293	79%
Total Vacancies	108	29%	77	21%
Total Beneficiaries	111	43%	136	46%
Total Executive Positions	3		3	
Total Filled Executive Positions	2	67%	2	67%
Total Vacant Executive Positions	1	33%	1	33%
Total Beneficiaries in Executive Positions	1	50%	1	50%
Total Senior-Management Positions	9		9	
Total Filled Senior-Management Positions	8	89%	9	100%
Total Vacant Senior-Management Positions	1	11%	0	0%
Total Beneficiaries in Senior-Management Positions	1	13%	0	0%
Total Middle-Management Positions	31		31	
Total Filled Middle-Management Positions	21	68%	31	100%
Total Vacant Middle-Management Positions	10	32%	0	0%
Total Beneficiaries in Middle-Management Positions	2	10%	9	29%
Total Professional Positions	34		36	
Total Filled Professional Positions	23	68%	20	56%
Total Vacant Professional Positions	11	32%	16	44%
Total Beneficiaries in Professional Positions	2	9%	13	65%
Total Paraprofessional Positions	258		258	
Total Filled Paraprofessional Positions	178	69%	203	79%
Total Vacant Paraprofessional Positions	80	31%	55	21%
Total Beneficiaries in Paraprofessional Positions	87	49%	95	47%
Total Administrative Positions	33		33	
Total Filled Administrative Positions	28	85%	28	85%
Total Vacant Administrative Positions	5	15%	5	15%
Total Beneficiaries in Administrative Positions	18	64%	18	64%

Capacity

In the 2016-19 fiscal years, the Department of Justice will be participating in government wide initiatives and department-specific initiatives to work towards achieving an average of 53% Inuit representation by 2019.

Working with the Department of Executive and Intergovernmental Affairs, the Department of Justice currently supports the *Sivuliqtiksats* Program. We had one intern in a Senior Management position graduate her internship program in June 2013 and successfully assumed her targeted Senior Management duties and responsibilities. That employee has gone on to assume a Senior Management position in another department. We currently have an intern who successfully completed the program in October of 2015 and will assume the role of Manager, Inuktitut Translation Services for the Legislation Division.

The department will continue to apply for *Sivuliqtiksats* positions as they become available.

Each summer the department participates in the Summer Student Employment Equity Program. The department routinely hires students into positions that allow them to see the type of work our department does, and that experience helps them determine if they would like to pursue a career in a Justice-related field.

Inuit Employment Plans

Priorities (2015-2018)

There are several specific initiatives underway in the department. They are as follows:

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

Throughout the Government of Nunavut, all departments have been given the responsibility to ensure the adherence to the Priority Hiring Policy. The Department of Justice will continue ensuring that artificial barriers such as overly inflated education and experience requirements are not present when sending a position to competition.

Specific is provided to ensure that all individuals involved in staffing decisions are aware of and accurately apply the Priority Hiring Policy. It has been mandated by the department that all employees sitting on hiring panels must take the “How to be a Panel Member” training offered through the Staffing Division of the Department of Finance. This ensures that every hiring panel member is educated on their responsibility and will contribute to improve Inuit Employment Plan hiring practices within the department.

Status: We are continuing with the drive for all Divisions and work sites to recruit and hire more beneficiaries through all competitions and potential direct appointments. All job descriptions are reviewed when processed in order to address artificial hiring, educational barriers, and experience requirements that exist.

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

The performance review process will continue this fiscal year. Once a review is completed, a training plan and a work plan may be developed for each employee. This will eliminate any lack of direction that the employee may experience 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 staff who are identified as having management potential. 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 helping our staff to build strategic leadership capacity that focuses on the needs of communities and community members.

Status: The department has had a successful partnership with CESO and continues to review potential candidates for CESO and other mentorship programs.

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

The department realizes how important it is to foster and promote an environment that is attractive to Inuit applicants. Guided by Inuit Qaujimagatunqangit, the department will work towards providing employees with the direction and tools they need to perform the work of the organization to the very best of their ability. Actions to support staff include:

- Foster a community spirit and a sense of belonging by offering employees the opportunity to become involved outside the workplace in a variety of recreational and volunteer activities. This is mainly done through Inuit Qaujimagatunqangit days developed and held by our Illiniit Committee. Inuit Qaujimagatunqangit days have proven to be very successful as many employees participate in these cultural events, and continuously provide positive feedback.
- Encourage all staff, both current and new, to take advantage of the cultural orientation training and Inuktitut in the Workplace language training offered by the Department of Finance. This promotes understanding of the Inuit culture, which facilitates the use of Inuit Qaujimagatunqangit principles in the workplace.
- Offer and encourage all supervisors and managers to take training that addresses such topics as cultural diversity, good management practices and coaching skills. Increased management understanding of the benefits and rewards of a representative workforce helps create a supportive work environment that enhances the potential of all employees.
- Emphasize existing quality of work-life initiatives as effective practices that advance the interests of our workforce. These initiatives include programs such as adjustment of shift schedules to reflect the lifestyles of employees (flextime, compressed workweeks, and so on).
- Ensure that correctional facilities offer a safe and healthy work environment. As employees spend a significant portion of their lives in the facilities’.
- Keeping workspaces safe and healthy to convey a sense of pride and respect.

Status: Justice has had several Divisional and department wide IQ days in the past year. We have an active social committee which works on the IQ days and promotes involvement

of employees. Employees are encouraged to participate in various cultural orientation activities and events. Training opportunities are forwarded to all managers for consideration of employees. Employees who request flex time or adjusted hours of work are given consideration subject to the operational needs of the work-site.

Correctional staff receive ongoing training including self-defense, first aid – CPR, suicide intervention and NUHALT to name a few. Major renovations have occurred at Baffin Correctional Centre and the opening of the Makigiavik has lessened the capacity issues in BCC allowing for an improved work environment for staff.

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

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

Some of these are:

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

Status: There is provision of ongoing training to assist staff in developing skills to address the day to day stresses of the work environment. Managers and supervisors meet with employees on an informal basis to ensure inclusion in the various aspects of the daily operations of the work-site. Managers and supervisors encourage employees to enhance their skills and education through GN sponsored courses or others that may be related to their work or interests.

- **Promoting the Corrections Division as an employer to recruit Inuit staff**

The Corrections Division continues to be faced with the challenge of recruiting Inuit in the territory's highly competitive labour market. An additional challenge to the division is recruiting staff to relocate to Iqaluit where most of our correctional institutions are currently located. In order to overcome these challenges, the division is taking on the following initiatives:

- Promote active and regular recruitment of employees for positions in correctional facilities through an open ad for casual employment. Through this approach, employees can gain experience in facilities, and when a position becomes available, they will have the skills to win the competition. Also, they have a greater opportunity to see various career paths that are open to them within the Corrections Division and the department as a whole.
- A team of Corrections representatives travelled to five communities in the Baffin region to recruit staff. They participated in community meetings, radio call-ins, and high school visits.
- The removal of unnecessary academic requirements from the Correctional Caseworker job description – individuals who may not pass the hiring process due to systemic barriers have the opportunity based on other screening methods.
- The use of Sivuliqtiksat Internship program – existing NLCA beneficiary staff are provided the opportunity to grow and learn from within the Division, providing support to move individuals into managerial positions.
- Later this year the Division will be launching a series of recruitment videos (available in both English and Inuktitut) designed to showcase various programs and positions/careers within Corrections.
- The Corrections Division is continuing its focus on providing a safe and healthy work environment that will support the recruitment and retention of beneficiaries into a career in Corrections. These efforts will include plans for improvements to the physical structure of the facilities and also programming within them.

***Status:** There are continued hiring and recruiting drives through the Baffin and Kivalliq regions to hire at BCC and the Rankin Inlet Healing Facility. We have an open until filled competition to fill up to 18 Correctional Caseworker positions at Makigiarvik in Iqaluit. Discussions are still ongoing regarding developing a Corrections pre-employment training program. This training would include areas such as adult male and female Corrections, youth and Community Corrections and if developed and used would allow potential employees a better opportunity at success in the various areas of Corrections daily work. There have been several direct appointments of beneficiary employees who show aptitude and skills necessary for positions.*

The department will also:

- Research options to compete effectively with other employers in Nunavut for representative workers. This might include work schedules that incorporate compressed work weeks or flex hours in the workplace;
- Ensure that the use of all of Nunavut's languages are encouraged in the workplace. Traditionally, some individuals have been hesitant to speak the Inuit languages in the workplace – its use will be actively encouraged by supervisors. Allow staff to participate in language courses to improve their Inuktitut language skills.

***Status:** Subject to operational requirements, some employees have some flexibility in their*

hours of work, and in the Correctional facilities staff have the opportunity to request shift trades to meet any need to change scheduled hours with another employee while still meeting the operational requirements of the shifts.

Employees are encouraged to utilize the various official languages in the workplace and allowed to participate in language training to better equip employees with language skills.

Priorities (2016-17)

- Inuit employment initiatives/actions the Department of Justice is committed to includes:
 - continuing to update job descriptions and ensuring no artificial barriers exist to beneficiaries
 - direct appointing whenever possible for beneficiaries that show aptitude and capacity for positions
 - providing training and encouraging staff to take on job training to improve their credentials
 - accessing the Sivuliqtiksat Internship Program for various positions within the divisions.
 - launching recruitment videos (available in both English and Inuktitut) designed to showcase various programs and positions/careers within Corrections.
 - continue to encourage the use of all official languages in the workplace and provide staff training in the Inuit languages.
 - foster initiatives that improve the quality of work life by improving employee perception and encourage quality of work initiatives and flexibilities.

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**Department of
Culture and Heritage**

**Business
Plan**

2016-2019

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CORE BUSINESS

	Budget (\$000)			
	2015-16	2016-17	2017-18	2018-19
Directorate	5,275	5,275	5,275	5,275
Official Languages	10,871	10,871	10,871	10,871
Heritage	6,008	6,008	6,008	6,008
Elders and Youth	2,208	2,208	2,208	2,208
Inuit Qaujimagatuqangit	1,335	1,335	1,335	1,335
TOTAL	25,697	25,697	25,697	25,697

Directorate

The Directorate provides overall leadership and 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.

Objectives

- Provide strategic direction, support, guidance and financial accountability to departmental operations in the delivery of programs and services.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Deputy Minister's Office		632	632	632	632
The Deputy Minister's office is responsible for overseeing the operations and services of Corporate Services and Policy and Planning divisions. In addition, the Deputy Minister is responsible for ensuring department-wide objectives, policies and budgets, and to monitor that priorities and objectives are achieved. The Deputy Minister is also responsible for providing support and advice to the Minister and Executive Council.					
Assistant Deputy Minister's Office		322	322	322	322
The Assistant Deputy Minister's office provides support to the Deputy Minister in departmental management. The Assistant Deputy Minister also provides leadership and direction for overseeing the operations and services of Official Languages, Elders and Youth, Inuit Qaujimagatuqangit, and Heritage.					
Policy and Planning		831	831	831	831
Policy and Planning coordinates strategic planning and the business planning process and provides leadership in policy development and communications. Policy and Planning also leads					

in the development of Ministerial briefing materials, coordinates departmental responses to ATIPP requests, assists in legislative initiatives, and oversees departmental records management.

Corporate Services 1,314 **1,314** 1,314 1,314

Corporate Services coordinates budget development and control, processes financial documents, administers grants and contributions, and ensures all financial regulatory acts and Generally Accepted Accounting Principles are complied with. Corporate Services also ensures the department is in compliance with annual public accounts requirements and provides administrative support services such as human resources.

Contribution - Taiguusiliuqtiit 2,176 **2,176** 2,176 2,176

The *Inuit Language Protection Act* establishes Inuit Uqausinginnik Taiguusiliuqtiit as a Statutory Body. The directorate provides contribution funding to cover the agency operating expenses. The Inuit Uqausinginnik Taiguusiliuqtiit expands knowledge and expertise with respect to the Inuit Language, and makes decisions about its use, development and standardization.

Total, Directorate 5,275 **5,275** 5,275 5,275

Priorities (2015-16)

- Develop and implement a communications plan for promoting changes to Culture and Heritage Grants & Contribution Policies, including holding regional workshops.
Status: Completed; there were three regional workshops held across Nunavut.
- Finalize negotiations with the Government of Canada on a multi-year Nunavut-specific agreement for the continued protection and promotion of French and Inuit Languages in the Territory.
Status: Negotiations towards the successful conclusion of a multiyear Nunavut-specific language funding agreement are ongoing.
- Develop an Oral History Strategy with the Elders and Youth, Official Languages, Inuit Qaujimagatuqangit and Heritage divisions.
Status: Completed; an overarching framework has been developed between Culture and Heritage's program divisions which are based on Inuit oral history and knowledge.

Priorities (2016-17)

- Increase Culture and Heritage staffing presence in the Kivalliq region.
- Collaborate with the Inuit Uqausinginnik Taiguusiliuqtiit and others to create an Inuktitut synthetic voice based on the Greenlandic Martha synthesizer training program.
- Identify partnerships with the Government of Greenland and the Greenland National Theater School in the development and delivery of an exchange program with Nunavut Inuit students.

Priorities (2017-18)

- Establish a Nunavut Arts Council.
- Prepare for a warehouse facility for our art and artwork transferring in from different jurisdictions.
- In conjunction with other partners, prepare to transfer art and artifacts from various Canadian jurisdictions to Nunavut.

Priorities (2018-19)

- Finalize travelling exhibits of our artwork and artifacts in partnership with the Winnipeg Art Gallery

Official Languages

Official Languages plays a central role in promoting and coordinating the implementation, monitoring, management and evaluation of language obligations and policies government wide. The Branch oversees the administration of both territorial and federal language funds to assist departments and public agencies in delivering French and Inuit language programs and services. It also coordinates and provides translation services in Inuktitut, French and English to departments and public agencies. As a result of the new language legislation, the Branch has further enhanced responsibilities to promote the vitality of the Inuit and French language communities in Nunavut, while developing and coordinating policies and programs intended to promote the development, revitalization, and use of Inuktitut among youth, our communities and across all sectors of Nunavut society.

Objectives

- Promote the equality of Nunavut’s Official Languages.
- Coordinate the implementation, monitoring, management and evaluation of language obligations, policies, programs and services by departments and public agencies.
- Support the development, revitalization and use of Inuktitut among youth, communities, and across all sectors of Nunavut society.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
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Official Languages Administration	292	292	292	292
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Official Languages Administration provides overall direction and planning for the management and delivery of the Branch’s programs and services. Key responsibilities include the development of language regulations and policies, ongoing consultations with territorial institutions and others, maintenance of the Uqausivut Plan, and monitoring government-wide language implementation activities and results.

Translation Bureau 3,439 **3,439** 3,439 3,439
 Translation Bureau coordinates and provides translation, editing and interpreting services in the Official Languages to departments and public agencies, in accordance with the Translation Policy and guidelines. The Bureau maintains a multilingual translation memory system, and collaborates with other organizations on language development and standardization.

Inuktit Affairs 1,287 **1,287** 1,287 1,287
 Inuktit Affairs supports the management, implementation and monitoring of Inuit language obligations, programs and services by departments and public agencies. It also coordinates policies and programs intended to promote the revitalization and vitality of Inuktit in Nunavut, in accordance with the *Inuit Language Protection Act* and the *Official Languages Act*. It administers the Inuktit component of the *Canada-Nunavut General Agreement on the Promotion of the Inuit and French Languages*, including funds under the Inuit Language Implementation Fund and Community Inuit Language Initiatives Programs. It creates public awareness and appreciation about the status, history and diversity of Inuktit, including dialogue with Inuit representatives within and outside of the Territory.

Language Implementation Fund 5,000 **5,000** 5,000 5,000
 The Inuit Language Implementation Fund assists Departments and public agencies in building their capacity to deliver programs and services in Inuktit. The funds are centrally administered by the Department of Culture and Heritage to ensure effective management and accountability.

Community Inuit Language Initiatives 563 **563** 563 563
 Community Inuit Language Initiatives provides grants and contributions that support community-based initiatives that support the development, preservation, use and promotion of Inuktit.

Francophone Affairs 290 **290** 290 290
 Francophone Affairs supports the management, implementation and monitoring of French language obligations, programs and services by departments and public agencies. It administers the French language component of the *Canada-Nunavut General Agreement on the Promotion of the Inuit and French Languages* for that supports the delivery of government services in French and the promotion of the vitality of the French language community in Nunavut. Francophone Affairs also promotes public awareness about French language obligations and liaises with Francophones in accordance with the provisions of the *Official Languages Act*.

Total, Official Languages **10,871** **10,871** **10,871** **10,871**

Priorities (2015-16)

- Continue to coordinate and monitor the implementation of the *2012-2016 Uqausivut Plan*, and report on results achieved by GN departments and public agencies.
Status: The department coordinated and monitored the implementation of the Uqausivut priorities by GN departments and public agencies. The Minister's annual reports were tabled during the winter sitting of the Legislative Assembly.

- Develop and provide tools and workshops to promote community self-reliance in planning and organizing language activities that best reflect local needs and goals.
Status: A handbook is in production to assist communities to assess local needs, identify realistic goals, and provide guidance on managing and monitoring language initiatives. Workshops will be delivered as an ongoing program.
- Establish an *Uqausittinnik Saqqitiriniq* Award to recognize the work of authors and publishers on their contributions to promote literature in Inuktitut.
Status: The award program was launched in February during Uqausirmut Quviasuutiqarniq, Nunavut's celebration of Inuktitut.
- In collaboration with partners, develop a strategy to promote and revitalize the enhanced use of Inuktitut, particularly in the arts, culture, and media.
Status: Culture and Heritage awarded grants and contributions to promote and revitalize the use of Inuktitut, including on community radio stations, and partnered with Economic Development and Transportation to increase support for the production of films and music in Inuktitut, and with Nunavut Arctic College to deliver the University of Victoria's Aboriginal Language Revitalization Certificate Program.
- Collaborate with the Inuit Uqausinginnik Taiguusiliuqtiit and other organizations to promote the use of standardized terminology and other standards in government communications and translations.
Status: The Inuit Uqausinginnik Taiguusiliuqtiit is now integrated as a service provider under Culture and Heritage's Translation Project Management System. Terminology is now shared between the two offices.
- Evaluate the need for French language training among territorial public servants, particularly front-line workers dealing with the public and other designated bilingual positions, and deliver a multi-level training program accordingly.
Status: Multi-level French language training, including a training tailored to the need of front-line workers, is now offered through the Sivumuaqatigiit Division.

Priorities (2016-17)

- Update the *Uqausivut Plan* for 2016-17 to 2018-19, coordinate and monitor its implementation, including policies and programs to support the revitalization of Inuktitut, and report on results achieved by GN departments and public agencies in the delivery of programs and services in Inuktitut and French.
- Develop and implement an active offer program to assist government offices and staff in welcoming and serving Nunavummiut in their Official Language of choice.
- Coordinate the planning of *Uqausirmut Quviasuutiqarniq*, Nunavut's celebration of Inuktitut, around the theme of "*Unikkaat/Unipkaat*" (Celebrating Our Stories).

- Identify partnerships to expand the *Uqausittinnik Saqqitiriniq* Award and *Qilaut* Song Writing Contest programs to promote Inuktitut literature and music in Nunavut.
- Support the provision of quality translation services in French and Inuktitut, through the development and establishment of an effective quality control process.

Priorities (2017-18)

- Coordinate and monitor the implementation of the *2016-17 to-2018-19 Uqausivut Plan*, including policies and programs to support the revitalization of Inuktitut, and report on results achieved by GN departments and public agencies in the delivery of programs and services in Inuktitut and French.
- Coordinate the planning of *Uqausirmut Quviasuutiqarniq*, Nunavut's celebration of Inuktitut, around the theme of "*Inngiusit/Atuutit*" (Celebrating Our Songs).
- Evaluate the *Uqausittinnik Saqqitiriniq* Award and *Qilaut* Song Writing Contest programs on how successful they were in increasing literature and music in Inuktitut.
- Collaborate with the Inuit Uqausinginnik Taiguusiliuqtiit and others to host a Nunavut Interpreter and Translator Conference.

Priorities (2018-19)

- Host the 2nd edition of the Inuugatta Language Conference to celebrate the 10th anniversary of the Nunavut *Official Languages Act* and the *Inuit Language Protection Act*, showcase Inuit language initiatives and cultural expressions, and review the vitality of Inuktitut today.
- Host for the first time in Nunavut the Ministerial Conference on the Canadian *Francophonie*, and showcase the vitality of the French language and cultural expressions in the Territory.

Heritage

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

Objectives

- Promote community libraries as key centers of information and learning for Nunavummiut, including the Inuit language use and retention.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Heritage Administration		1,933	1,933	1,933	1,933
Heritage administration provides overall direction and planning for the management and delivery of culture and heritage initiatives in Nunavut. Key program responsibilities include the development of policies and programs designed to preserve and promote Nunavut's unique cultural heritage at the local, national, and international level.					
Culture and Heritage Initiatives		2,208	2,208	2,208	2,208
Heritage provides grant and contribution funding that supports the Arts, Heritage, Community Radio Stations, Heritage Facilities, Toponymy, Community Libraries, Cultural Communications, Archaeology and Palaeontology Research Support and Heritage Centre Core Funding.					
Archaeology Program		375	375	375	375
The Archaeology Program promotes the protection, conservation and appropriate investigation and interpretation of archaeological sites in Nunavut. It achieves these goals by administering archeological and palaeontological research in Nunavut, and by assisting various regulatory agencies controlling land use activities that threaten archaeological sites. Inter-institutional relationships are maintained with the archaeology and palaeontology research communities, government, commercial entities, Nunavut communities, and NLCA Designated Inuit Organizations such as the Inuit Heritage Trust.					
Archives Program		208	208	208	208
The Archives program collects and preserves Nunavut's documentary heritage. Program assets include textual records, sound and audio-visual materials, photographs, documentary art, and electronic documents. This work is done under the authority of the <i>Archives Act</i> , which mandates the acquisition of historic records from the private sector sources as well as records created by the Government of Nunavut and the previous Government of the Northwest Territories.					
Toponymy Program		151	151	151	151
The Toponymy program works with communities, heritage centres, learning institutions and individuals to formalize and to preserve information about traditional and current names for geographic features. The program conducts research on geographic names, consults with Elders and with communities on place name issues. Names are preserved through the official approval process and stored in the Nunavut Geographical Names Database and the Geographic Names Board of Canada database.					
NPLS Administration		1,133	1,133	1,133	1,133
Nunavut Public Library Services (NPLS) provides leadership and support to community libraries in the development and implementation of policies, programs and services aimed at strengthening the literacy, access to information and information technologies of Nunavummiut, and access to Inuit Language materials for information and entertainment. To fulfill this role, NPLS provides operational funding to 10 community libraries, and purchases library materials relevant to the north and Nunavut's communities. The Service makes the acquisition and distribution of Inuit language materials a priority to foster literacy in the Inuit languages. The					

Division also works with Government departments and community organizations to facilitate the development of resources which reflect local and territorial priorities.

Total, Heritage	6,008	6,008	6,008	6,008
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Priorities (2015-16)

- Increase contributions to community radio stations to improve local radio broadcasting in Inuktitut, and support the creation of new radio stations.
Status: Completed. In FY 2015-16 an additional \$150,000 was allocated to support community radio station through the Grants and Contributions Program.
- Launch new NPLS eBook Service.
Status: Under further review. The feasibility of providing this service is being reassessed to address emerging issues regarding e-book purchase costs.
- Assume responsibility from Canada for the administration and management of Nunavut's archaeology records by completing the transfer of records from Canadian Museum of History.
Status: Completed. Nunavut's archaeology records and datasets were transferred to the Heritage Division in October 2015.

Priorities (2016-17)

- Complete *Nunavut Genealogy Research Guide* in concert with Elders and Youth Division and for general distribution.
- Install searchable database capacities for all archival holdings, including Government files and donated records

Priorities (2017-18)

- Install regular program for digitizing selected archives, especially photographs, audio and moving image records; digitizing for surrogate records as original formats are maintained in the Archives Program.
- Plan traveling exhibit program involving selected Archives, Museum Objects and Inuit Art to selected locations in Nunavut.

Priorities (2018-19)

- Produce a comprehensive structuring of the Archives Program in terms of Control of Holdings (producing finding aid catalogues) and Reference Services both onsite and interactive web-based records.
- Conduct an operational needs assessment for community library contribution funding.

- Conduct operational reviews of the Nunavut Toponymy Program, Nunavut Archaeology Program and Nunavut Archives Program.

Elders and Youth

Elders and Youth Division 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.

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)	2015-16	2016-17	2017-18	2018-19
Elders and Youth Administration		605	605	605	605
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 Support Program		405	405	405	405
The Elders Support Program supports community-based Elder initiatives throughout Nunavut. These initiatives include support for the recording of Inuit oral history and traditional songs.					
Youth Support Program		398	398	398	398
The Youth Support Program supports community-based youth initiatives throughout Nunavut.					
Elders and Youth Initiatives		800	800	800	800
The Elders and Youth Initiatives program provides funding for community-based initiatives that support elders and youth across the territory, elders and youth committees, and minor renovations to elders and youth facilities.					
Total, Elders and Youth		2,208	2,208	2,208	2,208

Priorities (2015-16)

- Complete the Lecture by Elders Guideline document, and distribute to Elder Committees.
Status: Complete, Lecture by Elders Guideline was reviewed by Elders Committees across Nunavut and is being prepared for distribution.
- Add Elder photos with biographies to the Oral History Collection.
Status: The collection of photos and biographies is complete, with new additions of other biographies to be completed in 2016-17.
- Hold Inuktitut language workshops in all three Regions aimed at Nunavut youth.
Status: The first workshop was held in the Kitikmeot. Kivalliq and Qikiqtaaluk regional workshops will be held in early 2016-17.

Priorities (2016-17)

- Develop and deliver hunting and traditional tool making program workshop, including fish net making, aimed at Nunavut youth.
- Implement the Lecture by Elders guideline document with training sessions provided to Elder committees.
- Collect oral traditions and definitions on hunting and hunting tools and the development of a booklet.

Priorities (2017-18)

- Survival on-land skills workshops – traditional gender specific roles and contemporary situations.
- Seal and caribou skin preparation workshops.
- Collect oral traditions and definitions on traditional clothing terms and the development of a booklet.

Priorities (2018-19)

- Collect and expand on genealogy information when visiting communities for a workshop.
- Develop and deliver a program to preserve traditional and modern way of hunting foxes and publish a booklet combining these methods.
- Documentation and publishing of traditional knowledge, customs and terminology about dog teams.

Inuit Qaujimajatuqangit

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. It also administers contribution agreements for community based Inuit Societal Values initiatives.

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)	2015-16	2016-17	2017-18	2018-19
Inuit Qaujimajatuqangit		935	935	935	935
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.					
Inuit Societal Values Initiatives		400	400	400	400
Under the Inuit Qaujimajatuqangit Branch, the department provides contributions that support Inuit Societal Values.					
Total, Inuit Qaujimajatuqangit		1,335	1,335	1,335	1,335

Priorities (2015-16)

- Complete the development of an Inuit Qaujimajatuqangit Strategy within departmental policies, procedures and legislation.
Status: Culture and Heritage has led the work on the development of an IQ Strategy through an interdepartmental working group. The Inuit Qaujimajatuqangit Strategy will be completed in 2016-17.
- Provide staff training in areas such as: how to conduct Inuit Qaujimajatuqangit research, developing tools for monitoring and measuring the implementation of IQ activities, how to follow procedures and processes on how Inuit Qaujimajatuqangit collection are done thematically, to create for more government wide support and education on Inuit Qaujimajatuqangit.
Status: Culture and Heritage introduced IQ sessions to GN Staff, including: Inuit Way of Counselling, Role of Elders, men, women, boys and girls, People and relationships, What is Inuit perspective, how to apply them into work place, and Sharing how we have learned IQ Values.
- Initiate work on translation of Culture and Heritage Inuktitut written material, related to IQ, to provide additional resources for the Government of Nunavut.

Status: The first material to be completed through the translation process will be Inuit Customary Laws which will be published by May 2016.

Priorities (2016-17)

- Assist departments towards their implementation objectives outlined in the Inuit Qaujimajatuqangit Framework.
- Translate Inuktitut written material created by Culture and Heritage related to Inuit Qaujimajatuqangit to provide additional resources for the Government of Nunavut.
- Arrange for an appointed IQ Katimajiit member to travel to communities to share *Inuusiliriniq*.

Priorities (2017-18)

- Report on actions taken by departments to implement recommendations stemming from Inuit Qaujimajatuqangit Katimajiit advice given to the Government of Nunavut to-date.
- Continue to assist departments and report on implementation activities identified in the Inuit Qaujimajatuqangit Framework.

Priorities (2018-19)

- Continue to assist departments and report on implementation activities identified in the Inuit Qaujimajatuqangit Framework.
- Continue to identify and share resources and create new materials that support departments in the implementation of IQ in their programs, services and daily workplace.
- Create a book of Customary Laws collected by the Inuit Qaujimajatuqangit Katimajiit.
- Organize a program where IQ Katimajiit members can be available part-time in their communities as a resource of Inuit Qaujimajatuqangit.

Financial Summary

Branch	2015 - 2016		2016 - 2017		2017 - 2018		2018 - 2019	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	2,554	27.0	2,554	27.0	2,554	27.0	2,554	27.0
Grants & Contributions	2,176		2,176		2,176		2,176	
Other O&M	545		545		545		545	
Subtotal	5,275		5,275		5,275		5,275	
Official Languages								
Compensation & Benefits	5,586	37.0	5,586	37.0	5,586	37.0	5,586	37.0
Grants & Contributions	1,578		1,578		1,578		1,578	
Other O&M	3,707		3,707		3,707		3,707	
Subtotal	10,871		10,871		10,871		10,871	
Heritage								
Compensation & Benefits	1,952	14.8	1,952	14.8	1,952	14.8	1,952	14.8
Grants & Contributions	2,208		2,208		2,208		2,208	
Other O&M	1,848		1,848		1,848		1,848	
Subtotal	6,008		6,008		6,008		6,008	
Elders and Youth								
Compensation & Benefits	1,079	8.0	1,079	8.0	1,079	8.0	1,079	8.0
Grants & Contributions	800		800		800		800	
Other O&M	329		329		329		329	
Subtotal	2,208		2,208		2,208		2,208	
Inuit Qaujijatuqangit								
Compensation & Benefits	613	4.0	613	4.0	613	4.0	613	4.0
Grants & Contributions	400		400		400		400	
Other O&M	322		322		322		322	
Subtotal	1,335		1,335		1,335		1,335	
Total	25,697	90.8	25,697	90.8	25,697	90.8	25,697	90.8

Inuit Employment Plan

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity	%	Capacity	%
Total Department Positions	90.8		90.8	
Total Filled Positions	69.4	76%	80.8	89%
Total Vacancies	21.4	24%	10	11%
Total Beneficiaries	51	73%	63	78%
Total Executive Positions	3		3	
Total Filled Executive Positions	2	67%	3	100%
Total Vacant Executive Positions	1	33%	0	0%
Total Beneficiaries in Executive Positions	2	100%	3	100%
Total Senior-Management Positions	6		6	
Total Filled Senior-Management Positions	6	100%	6	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Beneficiaries in Senior-Management Positions	4	67%	4	67%
Total Middle-Management Positions	16		16	
Total Filled Middle-Management Positions	14	88%	14	88%
Total Vacant Middle-Management Positions	2	13%	2	13%
Total Beneficiaries in Middle-Management Positions	10	71%	10	71%
Total Professional Positions	48		48	
Total Filled Professional Positions	35	73%	42	88%
Total Vacant Professional Positions	13	27%	6	13%
Total Beneficiaries in Professional Positions	23	66%	31	74%
Total Paraprofessional Positions	12.8		12.8	
Total Filled Paraprofessional Positions	8.4	66%	10.8	84%
Total Vacant Paraprofessional Positions	4.4	34%	2	16%
Total Beneficiaries in Paraprofessional Positions	8	95%	10	93%
Total Administrative Positions	5		5	
Total Filled Administrative Positions	4	80%	5	100%
Total Vacant Administrative Positions	1	20%	0	0%
Total Beneficiaries in Administrative Positions	4	100%	5	100%

Capacity

The Department of Culture and Heritage is committed to achieving a representative level of Inuit employment as identified in the Nunavut Land Claims Agreement. Due to the very nature of the department's mandate, many of the positions dictate that beneficiary employees fill the positions. This increases the probability of hiring beneficiaries. This is especially true in the Official Languages Branch, the Inuit Qaujimajatuqangit Division and the Elders and Youth Division.

In regards to the other remaining divisions within the department, the use of Government wide programs such as Sivuliqtiksats, mentorship, and on-the-job training initiatives will be fully utilized to ensure that entry-level personnel have the opportunity to advance in the workplace.

Inuit Employment Plans

Priorities 2015-18

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

- Hiring of beneficiaries into vacant positions;
Status: Culture and Heritage has hired 11 beneficiaries into vacant positions.
- Reviewing all job descriptions to remove systemic barriers;
Status: As part of Culture and Heritage restructuring, some job descriptions were reviewed and changes were made.
- Implementing the language of work provisions under the Inuit Language Protection Act within the department's work environment;
Status: Culture and Heritage encourages work to be completed in Inuktitut, if staff are more comfortable in providing written material in Inuktitut. Culture and Heritage also offers job interviews in applicant's preferred language.
- Promoting of professional development, training, and mentorship.
Status: Culture and Heritage takes every opportunity to offer GN sponsored training for its staff. Culture and Heritage also provides out of territory training to its staff where there is appropriate budget.

Priorities 2016-17

In the 2016-17 fiscal year, CH intends on filling 12 positions with beneficiaries of the Nunavut Land Claims Agreement. This will be done through utilizing various programs available to all GN departments in the following areas:

- Advancing beneficiaries by providing on-the-job training through Internal Transfer Assignments up to a year.
- Supporting beneficiaries by granting further education through an Education Leave.

Department of Culture and Heritage

- Reducing the length of time vacancies exist within the department in adhering to the hiring process.
- Drawing up learning plans for both indeterminate and casual employees for career planning and professional development within the GN.
- Scheduling job shadowing and cross-training to widen beneficiary exposure to additional job functions, skills and possibilities.

**Department of
Education**

**Business
Plan**

2016-2019

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INTRODUCTION

The Department of Education, under the Minister of Education, is responsible for programs and services that support the following: early childhood education, the K-12 school system, adult learning and literacy.

A wide range of programs and services are provided to Nunavummiut that 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) including 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; early childhood programming; administration and governance of adult learning; and by incorporating Inuit societal values as well as 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.

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

	Budget (\$000)			
	2015-16	2016-17	2017-18	2018-19
Advisory and Administrative Services	6,924	7,089	7,089	7,089
K-12 School Operations	169,532	173,094	173,301	173,301
Curriculum and School Services	16,779	15,430	15,380	15,380
Early Childhood Education Services	7,408	7,423	6,590	6,590
Adult Learning & Educational Initiatives	2,085	2,443	2,443	2,443
TOTAL	202,728	205,479	204,803	204,803

Advisory and Administrative Services

Advisory and Administrative Services includes the Directorate, Policy and Planning and Corporate Services divisions. The Deputy Minister and Assistant Deputy Minister 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.

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 ensure 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)	2015-16	2016-17	2017-18	2018-19
Directorate		1,241	1,221	1,221	1,221
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		1,669	1,716	1,716	1,716
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		4,014	4,152	4,152	4,152
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, Advisory and Administrative Services		6,924	7,089	7,089	7,089

Priorities (2015-16)

- Continue work to develop regulations for the *Education Act*.
Status: Work in this area was scaled-back in order for the department to address the findings of the Office of Auditor General's report on Safe Schools and Daycares and Review of the Implementation of the Education Act. Work on four outstanding regulations is

ongoing pending the outcome of the Review of the Education Act Special Committee report. It is anticipated that consultations on new regulations will take place in the winter of 2015 and spring of 2016.

- Continue to address the recommendations from the Office of Auditor General's report on Safe Schools and Daycares and Review of the Implementation of the *Education Act*.
Status: The department has updated the safety and schools and daycares work plan for 2015-16. The department will continue to work with schools and regional school operations to standardize and update safety measures and protocols. As part of a larger more comprehensive department structural re-alignment, new positions dedicated to safety in schools and offices have been created. One, to support and oversee the development safety policies and procedures, and second, to communicate information and expectations and report on progress. Also, a number of safety manuals have been developed and distributed to all schools and daycares across Nunavut. The Education Act Implementation work plan was also updated in the spring of 2015 and work will continue once the department reviews the recommendations from the Special Committee for the Review of the Education Act.
- Participate in the Education Act review. Actively work with the Special Committee to ensure it has the information it needs.
Status: The Special Committee on the Education Act Review has tabled their report. The department is in the process of reviewing the report and developing a work plan to implement changes to policies, procedures, and the Act to improve the delivery of education in Nunavut.
- Continue to lead the department in a comprehensive review of the *Child Day Care Act*, including consultations.
Status: This work had been scaled back to address the findings of the Office of Auditor General's report on Safe Schools and Daycares and Review of the Implementation of the Education Act. Work will commence on the review of the Child Day Care Act and Early Childhood Education (ECE) programming in the spring of 2016.
- Continue work on the family engagement campaign to contribute to overall student success.
Status: Development of a family engagement campaign is on-going. To date, the department has developed a resource document of ideas and tools for school staff s and posters and TV ads that use modern visuals reflecting life in Nunavut that clearly show how good attendance gives young people great career choices. The department, in partnership with Nunavut Tunngavik Incorporated (NTI) and Inuit Tapiriit Kanatami (ITK) is continuing work with a northern contractor to develop a user-friendly website dedicated to family engagement during the 2015-16 year.
- Work on the development of a department-wide communications strategy, including a family engagement component.
Status: The department has worked with a contractor to develop a department-wide communications strategy. We have reviewed the strategy and begun implementing some of the recommendations.

Department of Education

- Streamline departmental standard operating procedures and standards of service.
Status: The department approved and distributed the Authoritative Documents Directive in April 2015 to provide guidance on the writing and approval processes for standardized policies and procedures across the department. Policy work is ongoing on the most urgent policies and directives and Policy along with the Directorate has developed a prioritized list of required policy documents for the department. This will be an ongoing priority.

Priorities (2016-17)

- Continue work to develop regulations for the *Education Act*.
- Continue to address the recommendations of the Office of Auditor General's report on Safe Schools and Day cares and Review of the Implementation of the *Education Act*.
- Participate in the *Education Act* review. Work with Department of Justice, partners and stakeholders to consider the recommendations of the Special Committee on the *Education Act* Review and begin legislative process.
- Continue to lead the department in a comprehensive review of the *Child Day Care Act*, identify list of recommended amendments and proceed through the legislative process.
- Continue work on the family engagement campaign to contribute to overall student success.
- Review the new departmental standard operating procedures and standards of service to ensure maximum efficiencies, and review the overall strategic direction of the department.

Priorities (2017-18)

- Continue to address the recommendations of the Office of Auditor General's report on Safe Schools and Daycares and *Review of the Implementation of the Education Act*.
- Participate in the *Education Act* review. Continue working with the Department of Justice, partners and stakeholders to implement the recommendations of the Special Committee on the *Education Act* review and continue the legislative process for amending the *Act* and *Regulations*.
- Continue with legislative process for *Child Day Care Act*.
- Continue work on the family engagement campaign to contribute to overall student success.
- Implement any changes necessary to new departmental standard operating procedures and standards of service to ensure maximum efficiencies, and review the overall strategic direction of the department.

Priorities (2018-19)

- Continue working with the Department of Justice and stakeholders to implement the recommendations of the Special Committee on the *Education Act* review and continue the legislative process for amending the *Act* and *Regulations* to better address the educational needs of Nunavummiut.
- Continue with legislative process for *Child Day Care Act* if necessary.
- Continue work on the family engagement campaign to contribute to overall student success.
- Implement any changes necessary to new departmental standard operating procedures and standards of service to ensure maximum efficiencies, and review the overall strategic direction of the department.

K-12 School Operations

K-12 School Operations consists of programs and services for schools across Nunavut. Reporting to an Assistant Deputy Minister, the Executive Directors of Regional School Operations supervise and administer schools in Nunavut offering kindergarten through grade 12 programs. Regional School Operations/Commission Scolaire Francophone du Nunavut (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 District Education Authorities (DEA), 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.

Objectives

- To provide quality classroom instruction to all K-12 students across Nunavut within their community.
- To support DEAs and the CSFN in a manner that fosters cooperation between schools, communities and families.
- 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)	2015-16	2016-17	2017-18	2018-19
Kindergarten - Grade 12 Instruction		134,663	135,939	136,135	136,135

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	12,173	12,173	12,173	12,173
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Provides contribution funding to DEAs and the CSFN for the administration, resources and delivery of community-based educational programming in schools.

Coalition of Nunavut DEAs	665	665	665	665
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Provides contribution funding to the Coalition of Nunavut DEAs to work on behalf of DEAs and to support DEAs.

School Operations – Regional	18,546	20,789	20,791	20,791
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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, pedagogical support, training and supervision to 43 schools (K-12) across Nunavut.

Commission scolaire francophone du Nunavut	278	278	278	278
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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.

Teacher Professional Development	3,207	3,250	3,259	3,259
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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.

Total, K-12 School Operations	169,532	173,094	173,301	173,301
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Priorities (2015-16)

- Work to develop a family engagement campaign, including a dedicated family engagement website, is on-going in 2016-17.
Status: The department worked with the Nunavut Teachers’ Association and the Coalition of Nunavut District Education Authorities to develop “It Starts at Home – Family Engagement: A Resource for Nunavut Schools”. This is a document that provides comprehensive information to school staff and families on ways to support family engagement and other topics such as report cards, parent-teacher meetings, homework, internet safety and cyber bullying.
- Monitor progress of implementation of attendance and engagement programs, working closely with DEAs.
Status: The department has continued to monitor attendance and enrolment in Nunavut schools and has that statistical information available. Efforts have also been made to determine what activities District Education Authorities have undertaken to promote greater attendance and community engagement in schools. This will be reported as part of the annual reporting process for District Education Authorities.

- Continue implementation of Nunavut-wide bench mark assessments to assess student literacy in language and numeracy skills.
Status: The department is in the process of developing a comprehensive assessment and reporting policy which once complete will be the basis of consultations with DEAs and other stakeholders. When finalized, this policy will provide guidance and direction on all forms of assessment in Nunavut schools. In addition to this comprehensive overhaul of assessment practice the department is addressing student assessment needs through a variety of approaches. Work is on-going on the following projects: the department is developing a multi-stage, multi-faceted literacy initiative to improve student literacy which incorporates instructional practices, benchmark assessments and continual reporting to students and their parents on progress.
- Monitor the implementation progress and success of the Nunavut-based literacy framework.
Status: The department has set a number of key performance indicators or metrics in association with aspects of its literacy framework that are being emphasized during this reporting period including: ensuring that a minimum of 50 hours of training be provided to all new positions such as Learning Coaches and Literacy Coordinators. By the Spring of 2016, a survey will be completed to report on the number of schools, classrooms and students in receipt of guided reading instruction in Nunavut schools with a target being set at 80% by the end of the year.
- Ensure consistency and quality in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
Status: The department is in the process of developing a new system for reviewing curriculum and resources in Nunavut. This process includes the development of a new status report outlining curriculum by strands and programs of study as well as determining a more regular review schedule to determine whether curriculum or resources should be modified, or replaced. This system and report should be completed by the end of the fiscal year.
- Strengthen Inuit language comprehension by continuing to adapt and create curricula in Inuktitut.
Status: The department is in the final stages of development of a new K-9 curriculum for Inuktitut Language Arts. This is also linked to the development of Balanced Literacy Inuktitut guided reading books and resources. This curriculum was completed in the calendar year 2015 but will need to be piloted in the spring of 2016 with Inuktitut teachers to obtain feedback prior to it becoming approved for general use in Nunavut schools. Once approved, this will form the basis of an Inuinnaqtun Language Arts curriculum project to follow.
- Review and monitor the implementation and effectiveness of the Safe Schools initiative.
Status: The department has developed manuals and protocols to update and standardize emergency prevention, preparedness and crisis intervention in schools and daycares. Electronic copies of these manuals were provided to the Regional School Operations Offices in 2014. These manuals and tool kits were distributed at an in-service session to principals

at the September 2015 principal conference in Iqaluit. The Safe School Initiative is also being supplemented with training for school staff through a partnership with the Red Cross, Embrace Life Council and the Nunavut Teachers' Association.

- Continue work on career and program planning with emphasis on a comprehensive communication plan for school staff and parents.

***Status:** Work will progress through 2015-16, but will focus on ensuring new Department of Family Services labour market information is accessible to secondary students by collaborating with that department to schedule school visits and presentations and to ensure information about job opportunities, career paths, funding programs, etc. is made available to students and school staff on a more consistent basis.*

Priorities (2016-17)

- Monitor progress of attendance and engagement programs, working closely with DEAs.
- Continue implementation of Nunavut-wide bench mark assessments to assess student literacy in language and numeracy skills.
- Review data from Nunavut-wide assessments and benchmarks to inform plans for education in the territory.
- Monitor the implementation progress and success of the Nunavut-based literacy framework.
- Ensure consistency and quality in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Strengthen Inuit language comprehension by continuing to adapt and create curricula in Inuktitut.
- Monitor effectiveness of the Safe Schools initiative.
- Implement any changes necessary from the review of the Safe Schools initiative.
- Ensure consistency in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Continue work on career and program planning with emphasis on a comprehensive communication plan for school staff and parents.

Priorities (2017-18)

- Review and monitor progress of attendance and engagement programs, working closely with DEAs.

- Continue implementation of Nunavut-wide assessments to assess student literacy in language and numeracy skills.
- Monitor the implementation progress and success of the Nunavut-based literacy framework.
- Ensure consistency and quality in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Strengthen Inuit language comprehension by continuing to adapt and create curricula in Inuktitut.
- Monitor effectiveness of the Safe Schools initiative, collect performance information and assess trends to inform process improvements.
- Continue work on career and program planning with emphasis on a comprehensive communication plan for school staff and parents.

Priorities (2018-19)

- Review and monitor progress of attendance and engagement programs, working closely with DEAs.
- Continue implementation of Nunavut-wide assessments to assess student literacy in language and numeracy skills.
- Monitor the implementation progress and success of the Nunavut-based literacy framework.
- Ensure consistency and quality in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Strengthen Inuit language comprehension by continuing to adapt and create curricula in Inuktitut.
- Continue work on career and program planning.

Curriculum and School Services

Curriculum and School Services (CSS) has offices located in Arviat, Pond Inlet, Pangnirtung, Rankin Inlet and Iqaluit. This division develops curriculum and resources to support high quality learning, teaching, and assessment practices founded in *Inuit Qaujimagatuqangit* and current best educational practice. CSS supports school effectiveness and improvement initiatives through development and delivery of education staff training: certification, coaching and orientation programs, and program evaluation. CSS also manages processes and databases related to student records and educator certification.

Objectives

- To develop curriculum, support services and learning resources that meet the linguistic cultural and learning needs of Nunavut students.
- 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, knowledge, and attitudes required to succeed in post-secondary studies, and to be successful in the world of work.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Inuit Educational Leadership		139	138	138	138
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		4,273	3,459	3,459	3,459
Provides funding to support the development and delivery of educator training programs that are linked with the Inuit Employment Plan, Article 23 of the <i>Nunavut Land Claims Agreement</i> and Bilingual Education.					
Curriculum & Program Development		10,551	10,587	10,536	10,536
Provides overall direction, coordination and administration for K-12 curriculum and program development to meet the needs of a diverse student population. The Division also initiates production and implementation of teaching and learning material development including classroom and Nunavut wide assessments. The Division is also responsible for school services, including teacher certification, school improvement, DEA support, and coordination of educational leadership programs.					
Executive Director's Office – Curriculum and School Services		1,065	578	579	579
Provides overall direction and administration coordination for Curriculum and School Services offices across Nunavut.					
French Division		751	668	668	668
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, Curriculum and School Services		16,779	15,430	15,380	15,380

Priorities (2015-16)

- Ensure curriculum reflects our realities in the Arctic and who we are as Nunavummiut.
Status: Curriculum Services has been instructed to focus on the following key areas within the Education Program:
 - curriculum and resources for the early years (K-4 and specifically Inuktitut language arts curriculum and resources);
 - Review Health Curriculum with a specific focus on ensuring that outcomes related to positive mental health, dealing with abuse and suicide prevention are present;
 - Ensuring that the Balanced Literacy project and specifically the levelled literacy resources are aligned with programs of study;
 - Any new thematic units developed in the near future are focused on Inuit and Northern cultural, historical and social themes and issues.
- Ensure curriculum emphasizes the basics of reading, writing, math, and problem solving to ensure graduates are prepared for post-secondary education and employment.
Status: The department is developing a new status report that will provide a snapshot of existing curriculum and resources organized by strand and program of study. This report will also categorize programs of study and teaching and learning resources into one of the following categories: needs review, under review, updated pending approval and updated. Once complete, this report will enable a review of outcomes to be completed as well as for any gaps and overlaps to be identified and addressed. It is also intended that this report will ensure that all curriculum in Nunavut is reviewed on a regularly scheduled basis and that should gaps, overlaps or instances of irrelevance or misalignment with the Nunavut context be identified they will be considered for replacement or updating either through curriculum development or through adoption and adaptation where appropriate.

Specific instances of curriculum development in progress are the new K-9 Inuktitut Language Arts. Field testing will be targeted for the spring of 2016 and completed by June 2016.
- Implement the Inuit Language Protection Act and the Education Act by developing three more integrated (across several subjects) bilingual teaching and learning units for grades 4-6 and 7-9.
Status: The department is developing a new status report that will provide a snapshot of existing curriculum and resources organized by strand and program of study. Further development of thematic units will continue when the status report has been completed.
- Continue development of Aulajaaqtut and other health and wellness curriculum resources.
Status: The Choices graphic novel, teacher's resource and DVD developed in partnership with the Department of Health will be sent to all Grades 7-12 in Nunavut classrooms to support sexual health education. In conjunction with the Department of Health the department has developed a school based positive mental health initiative focused on social and emotional learning as core objectives. Another initiative called RespectEd teaches adults and youth how to work together to create safe environments, prevent bullying between youth, prevent teen dating violence, prevent child abuse and neglect, and prevent workplace bully.

- Continue development of Inuit language resources.
Status: Comprehensive sets of levelled reading books and associated teacher resources in Inuktitut for kindergarten and grade 1 have been produced in syllabics. These materials were developed in part with funding provided by the Inuit Language Implementation Fund at the Department of Culture and Heritage. The resources were sent to schools across Nunavut in late 2015. The development phase of books and teacher resources for grade 2 took place in late 2015, and printing and distribution is expected in 2016-17. Work will be ongoing in successive grades in 2016-17.
- Work with high schools on Language of Instruction implementation. Evaluate K-9 Language of Instruction implementation.
Status: The department is currently reviewing the report from the Special Committee and will be preparing an official response to the Committee as well as a comprehensive action plan to address each of its recommendations. Departmental staff are working on comprehensive research on Language of Instruction at this time.
- Monitor the need for additional or on-going training for Student Support Assistants (SSA).
Status: The department is working with Nunavut Arctic College to develop a revised Student Support Assistant Certificate program. This program will be targeted at existing employees and will seek to increase their knowledge and understanding of their role and of student learning needs.

A cohort of 30 Student Support Assistants are currently taking four courses that are being offered by the department and which was completed in March 2016. The department plans on integrating these courses into the new certificate program so that these employees can work towards a post-secondary credential.

Finally, an online training opportunity is also being explored for those Student Support Assistants who are not in the cohort and who may require on-going training.

- Continue to monitor, evaluate and update Student Information System.
Status: Work is ongoing with the implementation of the Student Information System. The department is in the development stage of integrating with the Alberta Provincial Approach to Student Information (PASI) system. Work is also being done to develop systemic reports using the Data Mining module.

The department is also developing targeted e-learning training for key user groups of the system including teachers, principals and superintendents of schools to ensure that the system is maximized and that data integrity is maintained.
- Review evaluation results of *Inuuqatigiitsiarniq* policies and programs to determine if they are making a difference in student behavior and school environment.
Status: As the role of District Education Authorities was an important element of the Committee's report the department will need to review their recommendations and develop a response and action plan.

- Implement changes to orientation and mentoring program based on evaluation.
Status: The Nunavut Teacher Induction Program (NTIP) website is now live. All new Nunavut teachers are able to access this site for information about various topics ranging from living and working in Nunavut, our schools and communities and about how to get certified to teach in Nunavut.

The NTIP site also now serves to guide new teachers to the appropriate Regional School Operations office or Commission scolaire francophone du Nunavut with a useful checklist as well as access to standard forms for certification, relocation and other critical information for new hires. This site is constantly being reviewed and modified based on feedback from users including from a survey which targeted new hires in 2015.

Priorities (2016-17)

- Ensure curriculum that reflects our realities in the Arctic and who we are as Nunavummiut.
- Ensure curriculum emphasizes the basics of reading, writing, math, and problem solving to ensure graduates are prepared for post-secondary education and employment.
- Review success of key literacy strategies supporting bilingual education attainment in Grades K-8 through analysis of benchmark and summative data collected during 2014-2015 and 2015-2016 school years. Use this data to make changes where necessary to ensure continual system-wide improvement in bilingual proficiency rates.
- Review literacy teaching, interventions and assessment strategies to support bilingual education proficiency in Grades 9-12. Use this information to develop a common literacy framework for Grades 9-12, including a strategy for supporting continual improvement in teaching and learning capacity.
- Begin development and implementation of key numeracy teaching, intervention and assessment strategies to support high levels of student success in mathematics.
- Continue development of Inuit language resources to support literacy, with a focus on Inuktitut guided reading materials for Grades 2-3.
- Establish Inuinnaqtun advisory group to begin development of guided reading materials in Inuinnaqtun for Kindergarten and Grade 1.
- Review Grade 7-9 Nunavut Teacher Education program implementation. Continue development of Grade 10-12 Teacher Training program.

Priorities (2017-18)

- Ensure curriculum that reflects our realities in the Arctic and who we are as Nunavummiut.

Department of Education

- Ensure curriculum emphasizes the basics of reading, writing, math, and problem solving to ensure graduates are prepared for post-secondary education and employment.
- Review success of key literacy strategies supporting bilingual education.
- Review literacy teaching, interventions and assessment strategies to support bilingual education proficiency.
- Begin development and implementation of key numeracy teaching, intervention and assessment strategies to support high levels of student success in mathematics.
- Continue development of Inuit language resources to support literacy, with a focus on Inuktut guided reading materials for Grades 3-4.
- Continue development of Inuit language resources to support literacy, with a focus on completing Inuinnaqtun guided reading materials for Grades 1-2.

Priorities (2018-19)

- Ensure curriculum that reflects our realities in the Arctic and who we are as Nunavummiut.
- Ensure curriculum emphasizes the basics of reading, writing, math, and problem solving to ensure graduates are prepared for post-secondary education and employment.
- Review success of key literacy strategies supporting bilingual education.
- Review literacy teaching, interventions and assessment strategies to support bilingual education proficiency.
- Begin development and implementation of key numeracy teaching, intervention and assessment strategies to support high levels of student success in mathematics.
- Monitor the need for additional or on-going training for Student Support Assistants.
- React and make informed decisions based on information obtained using Early Years Evaluation (EYE)/Tell Them From Me (TTFM) and the Student Information System (SIS) reports at school, Regional School Operations (RSO) and department levels.

Early Childhood Education Services

Early Childhood Education delivers early childhood programs through headquarters and three regional early childhood education offices.

The Early Childhood Education programs offer 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, 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)	2015-16	2016-17	2017-18	2018-19
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Healthy Children Initiative	908	908	908	908
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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	2,150	2,150	2,150	2,150
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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	170	170	170	170
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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 or approved unlicensed childcare in order to encourage all young parents to complete their high school studies and young parents under the age of 18 to attend post-secondary institutions.

Early Childhood Administration

– **Headquarters** 2,559 **2,562** 1,729 1,729

Early Childhood administration supports early childhood program oversight and training, which is delivered through the Department of Education’s regional offices.

DEA Early Childhood Education 1,000 **1,000** 1,000 1,000

The department provides contribution funding to DEAs and the CSFN for the administration, resources and delivery of community-based early childhood educational programming at the community-level.

Early Childhood Services – Regional 621 **633** 633 633

The regional offices provide advice and support to Early Childhood programs, administer the Healthy Children Initiative and oversee licensing of facilities.

Total, Early Childhood Services **7,408** **7,423** **6,590** **6,590**

Priorities (2015-16)

- Develop an early childhood framework to guide delivery of programs and services.
Status: The ECE division is doing research surrounding the development of a framework. Work began in early 2016.
- Start developing a comprehensive database for early childhood programs and services.
Status: The database for licensed childcare facilities (inspections, fire and health reports, incidents, etc.) is complete and ready for use by the Early Childhood Officers.
- Continue with a comprehensive review of the *Child Day Care Act*, including consultations.
Status: This work had been scaled back to address the findings of the Office of Auditor General’s report on Safe Schools and Daycares and Review of the Implementation of the Education Act. Work will commence on the review of the Child Day Care Act and Early Childhood Education (ECE) programming in the spring of 2016.

Priorities (2016-17)

- Continue with a comprehensive review of the *Child Day Care Act*, including consultations.
- Continue with a comprehensive review of all Early Childhood programs in the territory to determine strength, weaknesses, and training gaps.
- Develop an early childhood framework to guide delivery of programs and services.
- Continue to develop a comprehensive database for early childhood programs and services.

Priorities (2017-18)

- Continue with a comprehensive review of all Early Childhood programs in the territory to determine strength, weaknesses, and training gaps.
- Continue to support the departments comprehensive review of the *Child Day Care Act*, identify list of recommended amendments and proceed through the legislative process.

Priorities (2018-19)

- Use the comprehensive review to streamline and develop programs to better support Early Childhood Programs.
- Continue to support the department through the legislative process for *Child Day Care Act* if necessary.
- Develop an early childhood development strategy specifically aimed at families that are not accessing early childhood programs.

Adult Learning and Educational Initiatives

The Adult Learning and Educational Initiatives division is responsible for research, policy development and strategic planning regarding the Nunavut Adult Learning Strategy (NALS) with programs such as the Pathway to Adult Secondary School graduation (PASS) program and adult literacy, and supports the work of DEA development and implementation of the *Education Act*.

Based in Iqaluit, the Adult Learning and Educational Initiatives division provides advice and governance for adult learning in Nunavut. This division supports the successful delivery of adult programs in support of the economic growth of the territory, as well provides support to the high priority educational initiatives of the department.

Objectives

- To implement the Nunavut Adult Learning Strategy, including the development and oversight of a coordinated mature graduation program through PASS.
- To aide in the successful implementation of the *Education Act*.
- To support District Education Authorities in carrying out their responsibilities under the *Education Act* and creating resources to this end.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Adult Learning Office		1,159	1,324	1,324	1,324

The budget provides for the staffing infrastructure to oversee the Adult Learning Services division. The office provides guidance and direction for literacy, mature graduation and General Education Development programs and educational initiatives, including support to DEAs and implementation of the *Education Act*.

Literacy	360	360	360	360
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Literacy funding supports community organizations to develop and deliver local projects that will help people increase their reading and writing skills and raise awareness of the importance of literacy in all official languages of Nunavut.

**Nunavut Adult Learning Strategy
Implementation – Pathway to Adult
Secondary School (PASS)**

	537	730	730	730
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The Nunavut Adult Learning Strategy (NALS) recommended the creation of a Nunavut Mature High School Graduation Diploma to allow those who did not complete high school to obtain their matriculation. The Pathway to Adult Secondary Schools graduation program was launched in 2013 to help adult learners attain their Nunavut Secondary School Diploma. The high school diploma is accepted across Canada, where programs such as the GED are no longer being accepted for entry into some colleges and universities.

General Educational Development	29	29	29	29
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Commonly known as the GED, this program provides a recognized certification to support adults to continue their education at and then beyond the high school level.

Total, Adult Learning and Educational Initiatives	2,085	2,443	2,443	2,443
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Priorities (2015-16)

- Develop partnerships for the delivery of financial literacy among adult learners.
Status: Work on this initiative has been delayed until 2017.
- Continue to develop the Pathway to Adult Secondary School program’s policies and procedures.
Status: The Pathways to Adult Secondary School employees continue to develop the program’s policies and procedures in collaboration with Nunavut Arctic College’s PASS employees who are responsible for the delivery of the program.
- Continue working with stakeholders and partners in the Family Engagement Initiative.
Status: Development of a family engagement campaign is on-going. To date, the department has developed a resource document of ideas and tools for school staff and posters and TV ads that use modern visuals reflecting life in Nunavut that clearly show how good attendance gives young people great career choices. The department, in partnership with Nunavut Tunngavik Incorporated (NTI) and Inuit Tapiriit Kanatami (ITK) is continuing work with a northern contractor to develop a user-friendly website dedicated to family engagement during the 2015-16 year.

Priorities (2016-17)

- Conduct a review of Nunavut Adult Learning Strategy to determine areas of strength and weakness.
- In accordance with the Nunavut Adult Learning Strategy (NALS), develop a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program.
- Continue to develop online training modules for DEA members and Office Managers.
- In collaboration with the Department of Family Services, determine the types of adult education and training that should be prioritized in accordance with the NALS.
- Continue working with stakeholders and partners in the Family Engagement Initiative.
- Develop a survey of students accessing Pathway to Adult Secondary School program in order to evaluate the effectiveness of the program.

Priorities (2017-18)

- Conduct a thorough program review of the Pathway to Adult Secondary School program in order to identify the areas requiring improvement and areas of success.
- In accordance with the Nunavut Adult Learning Strategy (NALS), develop a strategy to engage Inuit men who may benefit from the Pathway to Adult Secondary School program.
- Continue working with stakeholders and partners in the Family Engagement Initiative.

Priorities (2018-19)

- In collaboration with the Department of Family Services, determine the types of adult education and training that should be prioritized in accordance with the NALS.
- Continue working with stakeholders and partners in the Family Engagement Initiative.
- Continue to develop meaningful training opportunities for DEA members and Office Managers.

Financial Summary

Branch	2015 - 2016		2016 - 2017		2017 - 2018		2018 - 2019	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	776	4.0	778	4.0	778	4.0	778	4.0
Grants & Contributions	-		-		-		-	
Other O&M	465		443		443		443	
Subtotal	1,241		1,221		1,221		1,221	
Policy and Planning								
Compensation & Benefits	1,192	11.0	1,291	12.0	1,291	12.0	1,291	12.0
Grants & Contributions	-		-		-		-	
Other O&M	477		425		425		425	
Subtotal	1,669		1,716		1,716		1,716	
Corporate Services								
Compensation & Benefits	2,601	20.0	2,693	21.0	2,693	21.0	2,693	21.0
Grants & Contributions	85		165		165		165	
Other O&M	1,328		1,294		1,294		1,294	
Subtotal	4,014		4,152		4,152		4,152	
K-12 School Operations								
Compensation & Benefits	144,125	1,157.3	146,258	1,174.8	146,456	1,174.8	146,456	1,174.8
Grants & Contributions	16,749		17,104		17,113		17,113	
Other O&M	8,658		9,732		9,732		9,732	
Subtotal	169,532		173,094		173,301		173,301	
Curriculum and School Services								
Compensation & Benefits	7,235	55.0	7,087	52.0	7,090	52.0	7,090	52.0
Grants & Contributions	2,884		2,490		2,490		2,490	
Other O&M	6,660		5,853		5,800		5,800	
Subtotal	16,779		15,430		15,380		15,380	
Early Childhood Education								
Compensation & Benefits	1,177	9.0	1,192	9.0	1,192	9.0	1,192	9.0
Grants & Contributions	5,061		5,061		4,228		4,228	
Other O&M	1,170		1,170		1,170		1,170	
Subtotal	7,408		7,423		6,590		6,590	
Adult Learning and Educational Initiatives								
Compensation & Benefits	1,330	10.0	1,316	10.0	1,316	10.0	1,316	10.0
Grants & Contributions	175		175		175		175	
Other O&M	580		952		952		952	
Subtotal	2,085		2,443		2,443		2,443	
Total	202,728	1,266.3	205,479	1,282.8	204,803	1,282.8	204,803	1,282.8

Inuit Employment Plan

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity	%	Capacity	%
Total Department Positions	1276.78		1282.8	
Total Filled Positions	1085.28	85%	1168.3	91%
Total Vacancies	191.5	15%	114.5	9%
Total Beneficiaries	539.23	50%	587.8	50%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	1	50%	1	50%
Total Senior-Management Positions	20		21	
Total Filled Senior-Management Positions	15	75%	17	81%
Total Vacant Senior-Management Positions	5	25%	4	19%
Total Beneficiaries in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	96		99	
Total Filled Middle-Management Positions	83	86%	88	89%
Total Vacant Middle-Management Positions	13	14%	11	11%
Total Beneficiaries in Middle-Management Positions	17	20%	17	19%
Total Professional Positions	706		708	
Total Filled Professional Positions	609	86%	639	90%
Total Vacant Professional Positions	97	14%	69	10%
Total Beneficiaries in Professional Positions	167	27%	172	27%
Total Paraprofessional Positions	316.38		316.4	
Total Filled Paraprofessional Positions	262.88	83%	290.4	92%
Total Vacant Paraprofessional Positions	53.5	17%	26	8%
Total Beneficiaries in Paraprofessional Positions	245.58	93%	272.1	94%
Total Administrative Positions	136.4		136.4	
Total Filled Administrative Positions	113.4	83%	131.9	97%
Total Vacant Administrative Positions	23	17%	4.5	3%
Total Beneficiaries in Administrative Positions	108.65	96%	125.7	95%

Capacity

As in years past, the Department of Education has been very successful meeting its Inuit employment targets in the paraprofessional and administrative 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 in professional positions and middle managers.

In order to meet the requirements of the *Education Act* and the *Inuit Language Protection Act* as well as to ensure the success of bilingual education, many more Inuit teachers will be needed in the school system. The department is especially concerned with the expectation that a high number of Inuit educators will be retiring or leaving the teaching profession in the next few years. To meet the need for an increased number of Inuit teachers, the department is undertaking a number of initiatives.

Priorities (2015-18)

The department worked with the University of Prince Edward Island (UPEI) to offer the Certificate in Educational Leadership in Nunavut (CELN) program. The two courses for principal certification are part of a series of five graduate level courses comprising the CELN. The existing MOU with UPEI runs until April 2017.

Status: Beginning in the 2014-2015 school year, the remaining three courses of the CELN have been revised to form a literacy specialization focus and are open to aspiring leaders. The CELN is an important part of the 10 Year Educator Development strategy. Two of the five courses are focused on the foundations of leadership within the Nunavut context. These courses will be a requirement for principal certification and mandatory for all new principals and vice-principals. The CELN program has also been established to educate aspiring leaders who plan to move into senior management positions in the department.

The department, in collaboration with Nunavut Arctic College (NAC) has started to develop and implement a Student Support Assistant (SSA) training program. The role of SSAs is to help teachers reach and teach students who need support to achieve their learning and/or behavioural outcomes. The program is being developed to consist of ten courses and two practica.

Status: The first four courses to be developed are Inclusive Education in Nunavut; Supporting Literacy and Numeracy Strategies in Nunavut Schools; Child Development; and Responsive Support. The role of SSAs is to help teachers reach and teach students who need support to achieve their learning and/or behavioural outcomes.

The department has introduced a strategic, phased-in, territory-wide Balanced Literacy initiative that addresses the need to improve literacy outcomes for students.

Status: The department anticipates that a structured framework for literacy instruction and learning will ultimately improve student learning outcomes, parental engagement and school attendance and retention as students will be better motivated and able to access materials.

The Department of Education provides funding to the Nunavut Arctic College for Community Teacher Education Program (CTEP) that offers the first year of the Nunavut Teacher Education Program (NTEP) which is currently being offered in 10 communities.

Status: The Nunavut Teacher Education Program has undergone a multi-million dollar expansion in the last several years to address this need. Before 2010-11, the program was typically delivered in five communities. It is anticipated that such an expansion to the program will be beneficial in terms of increasing the number of Inuit teachers employed in our schools.

Priorities (2016-17)

The department hopes to hire 48 new Inuit employees by 2017, both in schools and across the department.

- Inuit teacher training is key for the development of strong Inuktitut language skills in students and a solid representation of Inuit in the workforce and school system; thus the department will promote a variety of teacher education and leadership training opportunities through communications campaigns. These campaigns will target both potential teacher recruits and current educators. The department will also actively recruit Inuit for supportive positions in schools such as Student Support Assistants, School Community Counselors and Student Support Teachers.
- To achieve a balance of Inuit employment outside of schools, there is also a review of the organizational structure of the department to ensure that Inuktitut is more strongly supported throughout divisions with the intention that administrative positions be created and filled by Beneficiaries. The department plans to actively seek out employees in entry to mid-level positions who would be well suited to participate in training such as the programs offered through Sivumuaqatigiit, and other learning opportunities.
- Continue to implement the territory-wide Balanced Literacy initiative that addresses the need to improve literacy outcomes for students.
- Continue to work with the University of Prince Edward Island (UPEI) to offer the Certificate in Educational Leadership in Nunavut (CELN) program. The two courses for principal certification are part of a series of five graduate level courses comprising the CELN.

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**Department of
Health**

**Business
Plan**

2016-2019

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CORE BUSINESS

The programs of the Department of Health are defined within three lines of business:

	Budget (\$000)			
	2015-16	2016-17	2017-18	2018-19
Directorate	27,280	29,718	29,810	29,817
Public Health	18,575	18,937	19,344	19,767
Health Care Service Delivery	271,634	289,562	292,709	296,018
TOTAL	317,489	338,217	341,863	345,602

Directorate

The Directorate Branch provides overall management support and advice to the Minister, under the direction of the Deputy Minister. The Branch is also responsible for strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination, capital planning, financial services, human resource development, systems support and interdepartmental liaison for suicide prevention. Leadership and coordination in the areas of professional practice standards, 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 (*Sivumut Abluqta: Stepping Forward Together*) into departmental operations.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
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Deputy Minister		1,335	1,335	1,335	1,335
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The office of the Deputy Minister provides support and advice to the Minister and the Government of Nunavut and ensures consistent implementation of ministerial direction and government policy. The Deputy Minister provides overall direction and leadership to the department.

ADM Programs and Standards 676 **676** 676 676

The Programs and Standards line of business provides overall management and leadership in developing territorial programs, policies, standards and guidelines, local community capacity building, and is responsible for promoting and maintaining information on the health of Nunavummiut

ADM Operations 3,769 **4,607** 4,699 4,706

The Operations line of business provides overall management and leadership for Iqaluit and regional operations in the delivery of programs, ensuring continuous quality improvement, services, and support for local community capacity building.

Corporate Services 12,070 **12,070** 12,070 12,070

Corporate Services is a multi-disciplinary division providing advice to the department in the areas of finance, administration, capital planning, and health information technology. This division provides health insurance services to the public and takes a leadership role in maintaining vital statistics and medical travel.

Human Resources 8,357 **9,957** 9,957 9,957

Human Resources provides leadership and consultation support related to employment best practices: strategic organizational development, recruitment and retention, Inuit employment planning, training and development, health and safety, and general human resource administration.

Policy and Planning 1,073 **1,073** 1,073 1,073

Policy and Planning provides leadership and advisory services in the review, development, and implementation of departmental policies and legislation; leads strategic planning and business planning processes for the department; provides policy and strategic advice and support to the Deputy Minister and Minister's office; and coordinates the department's relationships with federal, provincial, and territorial (FPT) counterparts.

Total, Directorate	27,280	29,718	29,810	29,817
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Priorities (2015-16)

- Begin legislative process to introduce health specific privacy legislation.
Status: The department continues to develop health specific privacy legislation.
- Establish an occupational health and safety program specific to health.
Status: Management and worker representatives, have been identified for all health centres. A number of supervisors have attended health and safety training courses. Joint Health and Safety Committees are in place for all locations. Department of Health has created a health and safety manual for use by the health centres
- Review and improve the Nunavut health system model.
Status: The department has initiated a review of its current model and is evaluating similar models of care.

- Implement the departmental human resources plan.
Status: Changes have been implemented to improve processing time and decrease backlogs. Small organizational changes are being processed in advance of the larger departmental re-organization that is pending. A comprehensive training and development plan has been submitted to address competency gaps. Health fully supports the new GN Hivuliqtikhanut Leadership Development program and has submitted candidates for acceptance into the program. Department of Health meetings are occurring quarterly with the Department of Finance to improve information exchange.
- Begin phase one of the orientation program for all Department of Health employees including the development of a clinical orientation program for frontline health care providers and their supervisors.
Status: A new non-clinical operational manual has been developed to assist new employees during the orientation process. Work is continuing on the development of cultural orientation and its impacts on the expectations around clinical practice.
- Continue to implement the Nunavut interoperable Electronic Health Records (iEHR) Program in a phased approach.
Status: The department is continuing its implementation of Electronic Health Records.
- Install digital diagnostics software and hardware in the community health centres.
Status: The Department of Health has rolled out the iEHR in Pangnirtung and Pond Inlet and plans to continue to rollout to all communities currently on the core business network.
- Create a health care professionals recruitment and retention strategy that builds upon lessons learned from the Nunavut Nursing Recruitment and Retention Strategy.
Status: The response document for the previous strategy and recommendations has been completed and is being used as a framework for the Health Professionals Recruitment and Retention Strategy.
- Develop a comprehensive territory-wide health emergency management program.
Status: Health participated in the GN wide Emergency Planning training session in April 2015. Once updated templates are received, the Department of Health will be reconvening with other participants to build plans that are consistent across departments for ease of implementation.

Priorities (2016-17)

- Develop health professions umbrella legislation to allow the regulation of multiple health professions currently not regulated in Nunavut.
- Continue to implement the departmental human resources plan, including the creation and implementation of a comprehensive training and development strategy to address both technical and soft skill gaps in the workforce.
- Continue to implement the departmental human resources plan.

Department of Health

- Continue to develop health specific privacy legislation.
- Implement the health care professional's recruitment and retention strategy.
- Implement recommendations and directives resulting in the Inuit Employment working groups and ensure maximum beneficiary representation in the workforce. Create specific objectives for supervisors related to the hiring and development of beneficiary employees
- Introduce the revised Extended Health Benefits policy.
- Implement the clinical orientation requirements for frontline health care services providers and their supervisors.
- Continue to implement the Nunavut interoperable Electronic Health Records (iEHR) Program in the remaining communities.

Priorities (2017-18)

- Evaluate the departmental human resources plan.
- Continue to develop health specific privacy legislation.

Priorities (2018-19)

- Implement recommended changes to departmental human resources plan including the creation and monitoring of Key Performance Indicators.
- Introduce Health Specific Privacy Legislation.

Public Health

The Public Health Branch provides direction and leadership throughout Nunavut regarding the core functions of public health, which include population health assessment, health surveillance, health promotion, disease and injury prevention, health protection and management of public health emergencies. Public Health uses strategies and approaches that combine education and skill building, social policy, inter-sectoral partnership and collaboration, regulation, and community development.

Objectives

- To develop and implement a broad range of evidence informed public health programs to improve the health status of Nunavummiut.
- To monitor trends in disease and health determinants to enable an informed response to public health issues.

- To work in partnership with communities so they can take an active role on issues that affects their health and wellbeing.
- To strengthen partnerships with Inuit organizations with respect to public health programs and policy development.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Chief Medical Officer of Health		2,017	1,996	2,006	2,006
The Chief Medical Officer of Health (CMOH) provides leadership and expertise to population health and health protection programs. The CMOH also establishes and maintains public health standards and best practices as well as advocating for the preservation and improvement of the health of Nunavummiut.					
Health Protection		1,379	1,379	1,379	1,379
The Health Protection unit works to protect public health and safety. The unit works to prevent and control the spread of communicable diseases by providing immunizations, health education and counseling, investigating outbreaks, and follow-up on reportable diseases. Environmental Health Officers inspect and monitor activities and premises that may affect the public's health. They advise, inspect and educate operators of public places like restaurants, daycares, swimming pools, rental properties, and personal service establishments about safe practices that protect the public. Further, they make Nunavummiut aware of health risks linked to unsafe drinking water, unsafe housing and other unsafe conditions in the environment and make sure Nunavut's <i>Public Health Act</i> is being followed.					
Population Health		14,527	14,910	15,307	15,730
Population Health designs and implements programs 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, group and communities in matters pertaining to the delivery of public health programs including: tobacco reduction, food security, school health, maternal and child health, chronic disease and injury prevention, mental wellness and active living. This program also administers a variety of federally funded health enhancement programs and initiatives.					
Population Health Information		652	652	652	652
Population Health Information is responsible for maintaining, producing and disseminating health information to the Territory. This information includes: Community Health Centre accessions, chronic disease statistics, Homecare utilization, the Cancer Registry, and mental health surveillance.					
Total, Public Health		18,575	18,937	19,344	19,767

Priorities (2015-16)

- Introduce a new Public Health Act.
Status: The new Public Health Act, which is a very complex piece of legislation, will be

introduced in 2016. New regulations are being developed.

- Support activities outlined in the Nunavut Food Security Strategy and Action Plan.
Status: Health continued to participate as a member of the Nunavut Food Security Coalition as well as provided some financial and human resources, technical expertise and project management. Health implemented the Health specific items outlined in the Action Plan 2014-16 including the Core Recipe Project and Country Food Guidelines for GN-funded Facilities and Programs.
- Implement the next phase of the Tobacco Reduction Framework for Action.
Status: The deliverables set out in the 2011-16 Tobacco Reduction Program Framework for Action are near completion.
- Monitor the implementation of the Sexual Health Framework for Action.
Status: Implementation of the Sexual Health Framework for Action continues. A needs assessment was conducted with Community Health Representatives and nurses. New resources were created and training was conducted to support the identified gaps. The reach and effectiveness of education materials prepared in response to the syphilis outbreak were evaluated.
- Work to improve the overall health of the next generation of Nunavummiut by continuing to focus on maternal child health and chronic disease prevention.
Status: A new training delivery model for the Community Prenatal Nutrition Program (CPNP) was created. Topics such as SIDS, FASD and Breastfeeding were delivered through a non-credited program via Nunavut Arctic College. A maternal health promotion framework was developed that will be used guide future work.

Priorities (2016-17)

- Continue work to improve the overall health of the next generation of Nunavummiut by continuing to focus on maternal child health and chronic disease prevention.
- Continue to update existing regulations under the Public Health Act and identify new regulations as required.
- Work collaboratively with the Coalition co-chairs, to evaluate the Food Security Action Plan 2014-16 and commence development of a follow up Action Plan for 2017-19.
- Complete the 2011-2016 Tobacco Reduction Program Framework for Action and develop a new Tobacco Reduction Strategy for outgoing years.
- Continue to implement the Sexual Health Framework for Action with a focus on supporting youth, and community-led sexual health initiatives.
- Evaluate the current multi-year Health Portfolio Contribution Agreement with Health Canada in preparation for negotiating a new agreement.

Priorities (2017-18)

- Implement the new Public Health Act and Regulations.
- Work collaboratively with the Coalition co-chairs, to finalize the Food Security Action Plan 2017-19 and begin implementation.
- Monitor the activities of the Tobacco Reduction Strategy.
- Evaluate the implementation of the Sexual Health Framework for Action.
- Implement the new Health Portfolio Contribution Agreement.

Priorities (2018-19)

- Continue to support community-led sexual health initiatives, build reliable support systems for sexual health educators in Nunavut, and respond to priorities by Nunavummiut.
- Monitor and continue to implement the updated Tobacco Reduction Strategy.
- Work collaboratively with the Coalition co-chairs, to continue to implement the Food Security Action Plan 2017-19.

Health Care Service Delivery

The Health Care Service Delivery Branch includes clinical services provided at community and regional health centres, and the Qikiqtani General Hospital. The Branch also provides mental health, long-term care and home and community support services. The Branch strives to provide culturally relevant services through a holistic, patient-centered approach. It also includes territorial health insurance programs that cover hospital services within Nunavut and other jurisdictions, as well as supplementary health benefits and vital statistics. The Branch coordinates referrals to access health care services within Nunavut and other jurisdictions. This Branch also funds physician and specialist services, including rehabilitation services that are accessed both in and out of territory as required. The Non-Insured Health Benefits (NIHB) program, administered on behalf of the Government of Canada (Vote 4 funding), is run from this Branch.

Objectives

- To build health care service capacity in Nunavut and ensure access to high quality clinical services to all Nunavummiut.
- To collaborate with other departments to optimize resources in a holistic approach to wellness and wellbeing.

- Working locally to enhance community-based solutions that help families and individuals find the care and supports they need for health and wellness.
- To provide efficient administration of the Nunavut Health Insurance Plan, both in and out of territory, to all Nunavummiut, and to administer the NIHB program on behalf of the Government of Canada.
- To administer vital statistics.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Professional Practice		1,114	1,114	1,114	1,114
Professional Practice promotes, establishes and maintains professional standards, best practices, and clinical procedures. It also manages registration and licensing of health care providers.					
Mental Health and Addictions		20,172	24,678	27,163	29,911
Mental Health and Addictions has a mandate to provide a client-centered, comprehensive continuum of care which include 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, suicide ideations and attempts, self-harming behaviors, high stress, self-esteem and wellness issues, including addictions that limit personal functioning and well-being.					
Home Care and Community Care		2,630	3,612	3,581	3,592
Home Care and Community Care offers home based health related services to Nunavummiut needing health care services due to illness, poor health or disability. The objective is to preserve and maximize an individual's ability to remain independent in the community through case management, nursing, and personal care. This area supports and strengthens family and community involvement in the delivery of care.					
Residential Long-term Care		7,290	7,763	7,820	7,820
Residential Long-term Care services provide 24-hour, 7-day nursing and personal care to elders and other adults in Nunavut continuing care centres.					
Medical Transportation		58,915	63,796	63,796	63,796
Medical Transportation provides transportation services for eligible patients who require medical services not available within their home community or in Nunavut.					
Hospital and Physician Services		75,507	78,492	79,105	79,655
Hospital and Physician Services provides inpatient and outpatient services, which includes specialist 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. It also provides access to physician services, which are provided either in a hospital or through visits on a rotational basis to community health centers.					

Community Health Centres 39,846 **43,947** 43,970 43,970

Community Health Centres (CHCs) provide access to a range of health care and public health care services. Programs include health promotion, illness prevention, primary nursing care services. CHC's collaborate with community resources and out of territory tertiary care facilities and specialists to enhance health services to Nunavummiut.

Health Insurance

Programs/Vital Statistics 2,702 **2,702** 2,702 2,702

This program records and issues certificates for births, marriages, and deaths that occur in Nunavut. It registers change of name orders, adoptions, additions of fathers' details to birth records, and additions or changes of given names. The unit is also responsible for the management and administration of the Nunavut Health Care Plan and Extended Health Benefits. The program administers Non-Insured Health Benefits on behalf of Health Canada, including vision, oral health and boarding homes.

Out-of-Territory Hospitals 53,700 **53,700** 53,700 53,700

This program is responsible for the payment of out-of-territory hospital services. When patients with a Nunavut Health Care Card are seen in other provinces, the province reciprocally bills the Department of Health for these services.

Reciprocal Physician Billings 7,074 **7,074** 7,074 7,074

This program manages payments for insured health services provided by another jurisdiction to residents of Nunavut and also for private fee-for-service physicians within Nunavut.

Oral Health 2,684 **2,684** 2,684 2,684

Oral Health provides oral health promotion and dental therapy for children in clinics and schools. The program objective is to improve the oral health status of children in Nunavut through promotion, prevention and treatment thus decreasing oral disease and tooth loss.

Total, Health Care Service

Delivery **271,634** **289,562** **292,709** **296,018**

Priorities (2015-16)

- Continue to increase service capacity, guided by phase one of the Mental Health and Addictions Framework for Action, recognizing a role for traditional and clinical approaches to helping people to regain their health and wellbeing.
Status: The department continues to develop, train and recruit professionals and paraprofessionals to fill mental health specialist positions within the territory.
- Begin a multi-phased process for enhancing the continuum of long-term care.
Status: The department has completed its Residential Long-Term Care Needs Assessment entitled: Under Pressure: Continuing Care in Nunavut. The department will evaluate the recommendations made in the report and develop a plan for next steps.
- Propose updates to the Mental Health Act to ensure compliance with other legislation, improve clarity within its provisions, and strengthen standards.

Department of Health

***Status:** The department will complete its community consultations and continue its work in the development of an updated Mental Health Act.*

- Work with our partners to develop initiatives aimed at reducing suicide in Nunavut.
***Status:** The department is continuing its work with its Partners to build resources that promote community-based solutions.*
- Proceed with the legislative process to propose amendments to the Medical Profession Act.
***Status:** The department is continuing its work and has created a working group to proceed with the legislative process.*
- Review and expand the Clinical Quality Assurance Program.
***Status:** A business case has been submitted, requesting ongoing funding for a Continuous Quality Improvement program.*
- Develop and pilot a primary care model at Qikiqtani General Hospital.
***Status:** The department has completed its primary care service model for Qikiqtani General Hospital (QGH) and is ready to be deployed. The department plans to integrate the service model gradually into the current service delivery system in ambulatory care. Once fully developed clients will each belong to a Family Practice Team.*

Priorities (2016-17)

- Continue to expand the mental health and addictions system of care across the service continuum.
- Proceed with the legislative process for the Mental Health Act.
- Proceed with the legislative process to propose amendments to the Medical Profession Act.
- Implement the next phase of long-term care enhancement.
- Work with our partners to continue the implementation of actions aimed at reducing suicide in Nunavut.
- Establishment of a Quality Improvement Unit.
- Qikiqtani General Hospital will evaluate the effectiveness of the primary care model.
- Review and evaluate the primary care model for both the regional health centres and Qikiqtani General Hospital.
- Develop and monitor an oral health promotion strategy in Nunavut.
- Ensure the continuance of the Children's oral health project and seek ways to sustain this project over multiple years.

Priorities (2017-18)

- Finalize implementation of the Mental Health and Addictions Framework for Action.
- Pursue continued enhancement of community-based mental health and addictions programming and service capacity.
- Continue to expand capacity in the long-term care sector in Nunavut.

Priorities (2018-19)

- Develop a recruitment strategy for oral health community workers.
- Ensure and plan team based approach in the provision of primary health care.
- Ensure and plan facilities and programs specific for Dementia Care component of long term care continuum.
- Planning and preparation for regional health centre accreditation.
- Expanded use of Telehealth, both capacity and utilization in all regions so that Telehealth becomes a reliable means of health care delivery.
- Continue to expand the mental health and addictions system of care across the service continuum, with a focus on addictions and suicide prevention.

Financial Summary

Branch	2015 - 2016 Main Estimates		2016 - 2017 Main Estimates		2017 - 2018 Planned		2018 - 2019 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	19,786	127.0	20,238	130.0	20,243	130.0	20,243	130.0
Grants & Contributions	286		286		286		286	
Other O&M	7,208		9,194		9,281		9,288	
Subtotal	27,280		29,718		29,810		29,817	
Public Health								
Compensation & Benefits	13,008	140.0	13,329	135.0	13,665	144.0	14,017	146.0
Grants & Contributions	498		498		498		498	
Other O&M	5,069		5,110		5,181		5,252	
Subtotal	18,575		18,937		19,344		19,767	
Health Care Services Delivery								
Compensation & Benefits	93,004	821.8	99,141	883.6	101,906	894.6	104,810	912.6
Grants & Contributions	2,017		2,017		2,017		2,017	
Other O&M	176,613		188,404		188,786		189,191	
Subtotal	271,634		289,562		292,709		296,018	
Total	317,489	1,088.8	338,217	1,148.6	341,863	1,168.6	345,602	1,188.6

Inuit Employment Plan

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity	%	Capacity	%
Total Department Positions	1091.48		1148.52	
Total Filled Positions	555.48	51%	781.42	68%
Total Vacancies	536	49%	367.1	32%
Total Beneficiaries	278.81	50%	374.9	48%
Total Executive Positions	3		4	
Total Filled Executive Positions	3	100%	4	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	0	0%	2	50%
Total Senior-Management Positions	28		29.5	
Total Filled Senior-Management Positions	19	68%	24.1	82%
Total Vacant Senior-Management Positions	9	32%	5.4	18%
Total Beneficiaries in Senior-Management Positions	4	21%	5.3	22%
Total Middle-Management Positions	119		122.32	
Total Filled Middle-Management Positions	73	61%	89.2	73%
Total Vacant Middle-Management Positions	46	39%	33.12	27%
Total Beneficiaries in Middle-Management Positions	12	16%	19.6	22%
Total Professional Positions	312		324.8	
Total Filled Professional Positions	137	44%	240.3	74%
Total Vacant Professional Positions	175	56%	84.5	26%
Total Beneficiaries in Professional Positions	9	7%	12	5%
Total Paraprofessional Positions	170.17		169.5	
Total Filled Paraprofessional Positions	60.67	36%	94.92	56%
Total Vacant Paraprofessional Positions	109.5	64%	74.58	44%
Total Beneficiaries in Paraprofessional Positions	17	28%	37	39%
Total Administrative Positions	459.31		498.4	
Total Filled Administrative Positions	262.81	57%	328.9	66%
Total Vacant Administrative Positions	196.5	43%	169.5	34%
Total Beneficiaries in Administrative Positions	236.81	90%	299	91%

Capacity

The department is committed to providing Inuit with training and education opportunities in health careers. In support of that commitment, the department continues to work with Nunavut Arctic College by supporting and funding certificate, diploma, and degree programs that lead to rewarding career opportunities in the health care sector.

A “training ladders” initiative was implemented in collaboration with Nunavut Arctic College. This initiative enables Inuit to achieve higher education levels at the diploma and degree level. Common course modules, course transferability and “step-in / step-out” options are elements incorporated into program delivery models.

Inuit Employment Plans

Priorities (2015-18)

Programs with continued plans for delivery in 2015-2016 include:

- Nunavut Nursing Baccalaureate program (Iqaluit);
Status: Currently there are 10 Beneficiaries in the nursing program and 14 in the pre-nursing program. Health and its funding partners will be providing \$129,000 in financial support for these students in the 2015-2016 school year.
- Maternal Care Worker / Midwifery program (Cambridge Bay) – currently under review;
Status: Health completed the review and is now preparing a plan with recommended changes to improve and enhance the program.
- Community Health Representative Certificate program (Iqaluit);
Status: Currently discussions are on-going with the college about the addition of a diploma year to improve employability of program graduates. A more thorough assessment of the program is required before a recommendation can be made for the addition.
- A certificate program in Health Services Leadership and Management delivered on-line by Red River College;
Status: The leadership and management program has been discontinued so that Health can participate in the GN specific Hivuliqtikhanut Leadership Program.
- Medical Clerk Interpreter course through Nunavut Arctic College;
Status: The interpreter course is on-going with the next session starting in March 2016.
- There is one Sivuliqtiksat intern working for the Department of Health with plans for additional interns in 2015/16 as part of departmental succession plans.
Status: Two departmental applications were submitted to the Sivuliqtiksat Program.
- Under the Summer Student Employment Equity program, Health hired 18 summer students in 2014, 15 of whom were beneficiaries.
Status: In 2015, 24 summer students were hired in 6 communities of whom 18 were beneficiaries.

Other proactive departmental efforts related to Inuit employment include:

- Providing employment for graduates of Nunavut Arctic College health related

- training programs such as nurses, midwives and home and community care workers;
- Providing scholarships and bursaries for nursing and midwifery students;
- Exam preparation/study skills workshops for Nunavut nursing students writing the Canadian Registered Nurse Examination;
- Providing mentors for nurses graduating from the Nunavut Nursing Program;
- Revamping a service delivery format for Community Health Representatives who are working and living in communities across Nunavut, to make it more flexible;
- Attending community career fairs to promote health and social services job opportunities: and
- Reviewing all old and new job descriptions to remove systemic barriers.

Health continues to support training programs that build community capacity. Nurses, Midwives, Maternal Care Workers, Community Health Representatives, Mental Health Workers, Home Care Workers, Laboratory and X-ray Technicians and Community Oral Health Coordinators are health-specific careers that Nunavummiut are encouraged to pursue.

Status: Health negotiated an additional \$70,000 in financial assistance for the Pre-Nursing program that will provide support for 14 beneficiaries from across the territory as they prepare to enter the Nursing Program

Priorities (2016-17)

The Department of Health has representation on the Inuit Employment Steering Committee and is working with the group to identify and remove barriers to Inuit Employment.

In addition, the Department of Health also participated in the Article 23 Retreat in August, 2015 to identify barriers to recruitment/employment making recommendations for training and development, economic development and internal process improvements.

The Department of Health recently changed processes to remove barriers to recruitment in health which include:

- The Assistant Deputy Minister:
 - reviews all casual staffing actions to ensure that new hires are beneficiaries whenever possible.
 - reviews “Knowledge, Skills and Abilities” section of job descriptions before approval of job action requests to ensure that qualifications are not set inappropriately
 - monitors Inuit employment statistics to identify opportunities within specific work groups to improve beneficiary hiring.
- Increase in the number of direct appointments for long-term beneficiary casual employees
- Adherence to new criminal record checks policies to remove artificial barriers to employment.

The 2016/2017 business plan for the department will provide a more detailed objective for improving Inuit employment over short and long term planning horizons, including:

- Quarterly Executive Management meetings to review Inuit Employment activities, in order to identify opportunities to remove barriers and increase employment
- Improved succession planning opportunities for beneficiary employees, by implementing a supervisor level program in 2016 and a mid-manager level program in 2017.
- Structured training and development plans for current beneficiary employees as part of the formal performance planning process
- Added mandatory Performance Management objectives for leaders related to beneficiary hiring and their corresponding orientation, training and development, starting in 2016.
- Increased Community visits to schools to share information on future careers in Health Care, with a target of at least 1 community per year, per region.
- Increase the number of participating communities hiring students for summer employment. Communities' targets for 2016 are: Qikiqtarjuaq, Coral Harbour, and Kugluktuk. Targets for 2017 are: Kugaaruk, Sanikiluaq and Grise Fiord.
- Submit at least two internship applications in 2016 and two in 2017.
- Initiate direct appointments for long term casuals with the goal to improve the hire rate of long term beneficiaries that have been in their positions for over a year.

**Department of
Family Services**

**Business
Plan**

2016-2019

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CORE BUSINESS

The Department of Family Services consists of four lines of core business:

	Budget (\$000)			
	2015-16	2016-17	2017-18	2018-19
Corporate Management	6,918	7,404	7,404	7,404
Children and Family Services	53,608	59,205	59,205	59,205
Income Assistance	46,424	54,156	54,156	54,156
Career Development	20,359	20,141	20,141	20,141
TOTAL	127,309	140,906	140,906	140,906

Corporate Management

Corporate Management provides overall management support to the department and advice to the Minister under the direction of the Deputy Minister. Corporate Management consists of the Deputy Minister, the Assistant Deputy Minister, the Corporate Services Division, the Policy and Planning Division and the Poverty Reduction Division. Corporate Management is responsible for coordinating strategic planning, providing leadership in the development of legislation and policy, communications, budget coordination, financial and human resource services and systems support. Corporate Management also leads in the implementation of program performance measurement and evaluation and Inuit Employment Planning.

Objectives

- To use Inuit Societal Values as guiding principles for operating the department.
- 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 maximize the use of our resources.
- To support each division in the department in achieving its objectives and strategic priorities.
- To collaborate with other government departments and agencies on initiatives aimed at achieving the Government's priorities, particularly those related to the promotion of self-reliance and strengthening of Nunavut families.
- To improve the coordination of new and existing resources to address homelessness in Nunavut.
- To work in collaboration with other partners to coordinate and advance initiatives aimed at reducing poverty.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Directorate		1,167	1,175	1,175	1,175
The Directorate includes the Deputy Minister, the Assistant Deputy Minister and their support staff. The Directorate is responsible for overall management of the department and for achieving the departmental objectives set out by the Government. The Directorate will ensure that program delivery is structured to reflect Inuit Societal Values.					
Corporate Services		2,506	2,492	2,492	2,492
The Corporate Services Division is accountable for providing financial and human resource services to the department. The division is responsible for coordinating budget development and control and for the provision of information technology services to the organization.					
Policy and Planning		1,060	1,088	1,088	1,088
The Policy and Planning Division is accountable for coordinating policy development, strategic planning and the development of legislation across the department. The division also provides communication services, leads the department's program evaluation initiatives, manages the department's response to Access to Information requests and manages departmental records.					
Poverty Reduction		2,185	2,649	2,649	2,649
The Poverty Reduction division has three main functions – supporting coordination and collaboration, program reform analysis and supporting the governance of non-governmental organizations. The division also provides administrative support to meet the requirements of the Collaboration for Poverty Reduction Act. This support includes serving on the secretariat to the Nunavut Roundtable for Poverty Reduction.					
The division also is responsible for homelessness initiatives programs. These programs provide support to non-profit organizations operating emergency homeless shelters, and small financial contributions to community organizations undertaking initiatives to address homelessness.					
Total, Corporate Management		6,918	7,404	7,404	7,404

Priorities (2015-16)

- Progressively advance departmental legislative work based on the legislative prioritization schedule.
Status: The department has identified the Social Assistance Act and Apprenticeship, Trades and Occupations Certification Act as priority legislation requiring review. The department has started work on reviewing both pieces of legislation.
- Develop and implement departmental strategic plan.
Status: The department will be holding a strategic planning session to develop the departmental strategic plan. It is anticipated that the strategic plan will be finalized by the spring 2016.

- Develop and implement departmental program evaluation strategy.
Status: The department has hired a programs evaluation manager, who will lead the development of an overall evaluation strategy for the department. Work will involve establishing evaluation frameworks and performance measures at the divisional level. It is anticipated that the strategy will be completed by spring 2016.
- Undertake an assessment of organizational capacity to identify resources required to increase the department's organizational capacity.
Status: The department will continue to assess organizational capacity and identify human resource needs on an ongoing basis.
- Complete the development of a departmental information technology plan.
Status: The departmental Information Technology Plan has been completed. The department has begun implementation of the plan. The plan will address updates to the Child and Family Case Management System, Income Support Database System, and Integrated System for Adult and Career Services (ISACS)/Financial Assistance to Nunavut Students.
- Implement the Homelessness Action Plan, 2015-2016.
Status: A Strategic Framework has been developed to lay the foundation for an Action Plan on Absolute Homelessness. The department is working with communities and partners to determine needs and begin coordinating necessary support services.

Priorities (2016-17)

- Continue the review of the *Social Assistance Act* and *Apprenticeship, Trades and Occupations Certification Act*.
- Begin to develop a Nunavut Action Plan on Absolute Homelessness, based on the Homelessness Strategic Framework.
- In collaboration with the Nunavut Roundtable for Poverty Reduction, as required under the *Collaboration for Poverty Reduction Act*, continue to coordinate and advance work related to the goals of the Makimaniq Plan II, Five Year Shared Approach to Poverty Reduction.
- Explore options and develop mechanisms to strengthen the governance of local non-governmental organizations and community groups.
- Advance the implementation of the Information Technology Plan, ensuring effective planning and implementation of IT systems that support the objectives of the department, as well as the needs of staff and client stakeholders.
- Implement a funding contribution accountability framework to improve program delivery.

Priorities (2017-18)

- Implement program and policy changes as a result of revisions to the *Social Assistance Act*, and the *Apprenticeship, Trades and Occupations Certification Act*.
- Conduct an evaluation of the departmental strategic plan to measure progress and relevance.
- Finalize the Nunavut Action Plan on Homelessness and begin implementation.
- In Collaboration with the Nunavut Roundtable for Poverty Reduction, as required under the Collaboration for Poverty Reduction Act, continue to coordinate and advance work related to the goals of the Makimaniq Plan II, Five Year Shared Approach to Poverty Reduction.
- Continue to implement IT projects and provide user training on major systems (Child and Family Case Management System, Income Support Database System, and ISACS/FANS).

Priorities (2018-19)

- Identify potential need for a departmental legislative review.
- Undertake mid-term evaluation of the Makimaniq II Shared Approach to Poverty Reduction Plan.
- Continue implementation of the Nunavut Action Plan on Homelessness.

Children and Family Services

The Children and Family Services Division provides a range of support services for children and vulnerable adults who may require protection or other specialized support. The division assists individuals, families, groups and communities to develop skills and make use of both personal and community resources to enhance their well-being. The division also plays an important role in the development of programs and standards for program delivery.

Objectives

- To provide overall 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 Recognition Act* and the *Guardianship and Trusteeship Act*.
- To provide emergency intervention to address domestic and family violence.
- To protect the rights of children, youth, families, and vulnerable individuals.
- To advocate for the interests of vulnerable members across Nunavut society.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
CFS Headquarters		1,376	2,542	2,542	2,542
Children and Family Services Headquarters is responsible for interpreting legislation and policy, identifying program gaps, recommending and drafting policy and legislative changes through consultation with other Government of Nunavut departments. It also ensures territorial participation in all programs and services being developed at the national level, and provides training and communications materials for both staff and the general public.					
Child Protection Services		14,733	17,173	17,173	17,173
Child Protection Services ensure the safety and well-being of children and youth by providing essential services. This includes foster care and investigations and interventions that are provided by child protection workers under the <i>Child and Family Services Act</i> .					
Adoption Services		466	296	296	296
Under the <i>Adoptions Act</i> Children and Family Services is responsible for departmental, private, and international adoptions in the territory. The department provides support to Custom Adoption Commissioners under the <i>Aboriginal Custom Adoption Recognition Act</i> .					
Guardianship Services		1,456	290	290	290
Under the <i>Guardianship and Trusteeship Act</i> , individuals appointed to the position of Public Guardian review all guardianship applications prepared for the Nunavut Court of Justice. Guardianship provides legal care and safety for persons who are determined to not be mentally competent. The Public Guardian can also be appointed by the Nunavut Court of Justice to represent a person who has no family members or friends who are willing, suitable, or able to act as guardians.					
Adult Support Services		3,143	738	738	738
Adult Support Services provides a range of counseling and support services to eligible adults with disabilities.					
Family Violence Services		2,708	3,624	3,624	3,624
Community Social Services Workers (CSSWs) 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)		29,306	34,122	34,122	34,122
Residential care is provided both within and outside of Nunavut for those individuals who demonstrate a need for specialized care.					
Social Advocacy		420	420	420	420
This program provides Grants and Contributions that support the Qullit Nunavut Status of Women Council, the Nunavummi Disabilities Makinnasuaqtiit (NDSM) Society, Rick Hansen Foundation, and Men and Boys programming.					
Total, Child and Family Services		53,608	59,205	59,205	59,205

Priorities (2015-16)

- Work with key partners to review the Ilagiitsiarniq Family Violence Prevention Strategy.
Status: The department has reviewed the Ilagiitsiarniq Family Violence Prevention Strategy with key stakeholders. The Qulliiit Nunavut Status of Women was tasked with drafting the initial action plan for the strategy. The draft action plan has been completed and is being reviewed with key partners.
- Explore the possibility of the department of Family Services operating residential care facilities in Nunavut.
Status: The department is conducting a needs assessment with regards to the expansion of the residential care program in Nunavut.
- Implement the action plan from 2014 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut.
Status: The department is continuing to implement the Quality Protects Action Plan in response to the recommendations of the Auditor General.
- Work with key partners to review the Aboriginal Custom Adoption Recognition Act
Status: The work plan for this review has been developed. The terms of reference for the review of the Act, has also been drafted. The department will proceed to conduct the review with support from the Department of Justice.
- Review progress and make any necessary adjustments to the residential care work plan.
Status: The department has completed a review of progress on the work plan. A residential care needs assessment will be initiated in the fall of 2016.

Priorities (2016-17)

- Finalize the action plan for the Ilagiitsiarniq Family Violence Prevention Strategy and coordinate the implementation of initiatives.
- Consider revisions to the Aboriginal Custom Adoption Act based on the results of the review.
- Continue implementation of recommendations from the 2014 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut.
- Develop an updated residential care work plan based on the results of the residential care needs assessment.

Priorities (2017-18)

- Continue planning for expanded residential care services in Nunavut.
- Prepare for follow up review to be conducted by Auditor General on progress made on implementing the recommendations relating to Child, Youth and Family Services in

Nunavut.

- Review parental and community engagement services to expand prevention/early intervention services such as child welfare and community social services programs.
- Continue the implementation of recommendations from the 2014 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut.
- Based on the Auditor General's recommendations, review human resource development and training systems for Child and Family Services staff.

Priorities (2018-19)

- Implement changes recommended by follow up review conducted by Auditor General relating to Child, Youth and Family Services in Nunavut.
- Evaluate parental and community engagement services for prevention/early intervention services such as child welfare and community social services programs
- Evaluate implementation of client information system used to capture data on child, youth and adult in care that will be accessible instantly throughout the territory.
- Continue to review human resource development and training systems for Child and Family Services staff.

Income Assistance

The objective of the Income Assistance Division is to assist residents in achieving their goals for independence and self-reliance. Income Assistance includes a variety of benefit programs that provide various levels of financial assistance to people 18 or over and their dependents. The division provides overall policy direction, program development, and advice to various levels of staff who deliver Income Assistance programs across Nunavut.

Objectives

- To identify, review and evaluate policy and procedural matters surrounding the delivery and administration of income assistance programs in Nunavut.
- To ensure that income assistance programs are delivered in a manner consistent with 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.
- To provide financial and other support to satisfy basic needs for shelter, food and clothing and to assist in the transition towards employment.
- To identify the need for referral and to facilitate the referral process for persons requiring information and/or access to other government and/or agency programs.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Income Assistance Headquarters Office		1,256	1,432	1,432	1,432

The Income Assistance headquarters office is tasked with policy and legislative development, identifying program gaps and developing and maintaining computer systems to capture expenditures and trends for all Income Assistance programs delivered in Nunavut. The division is also responsible for developing and updating publications that explain the various Income Assistance programs available in Nunavut.

The division also develops materials to aid in the statutory training of Income Assistance Workers and for the Nunavut Social Assistance Appeal Committee and Board.

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.

Divisional headquarters is also 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 Assistance programs. Activities include, monitoring of electronic assessments, as well as, the completion of on-site reviews and audits of individual client files and income assistance offices. Program audits help to facilitate consistency, as well as, enhance program effectiveness and accountability. The Senior Program Specialist works closely with the three regional Income Assistance offices and Corporate Services.

Community Delivery		117	117	117	117
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Contribution funding administered by the Qikiqtani regional Income Assistance office is provided to some communities to deliver the social assistance program on behalf of the Government of Nunavut. 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.

Administration – Regional		5,162	5,135	5,135	5,135
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Three regional Income Assistance offices are responsible for staff that administer and deliver Income Assistance programs.

Senior Citizen 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 program with the federal government and is included on the monthly Old Age Security cheque.

Income Support Delivery System	307	390	390	390
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This system administers, monitors and manages all of the income assistance programs and their delivery in every community in Nunavut. This item provides for the ongoing development, testing, implementation and maintenance of such systems.

Social Assistance	37,210	44,710	44,710	44,710
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Income Assistance 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	502	502	502	502
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This 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.

Seniors Fuel Subsidy	478	478	478	478
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This program provides a subsidy for the high cost of home heating fuel to home owners aged 60 and over. The program is income tested.

Total, Income Assistance	46,424	54,156	54,156	54,156
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Priorities (2015-16)

- Explore options to reform the Income Assistance program, which includes the Social Assistance program, as well as, a host of other programs such as Day Care Subsidy, Senior Fuel Subsidy, Senior Citizens Supplementary Benefit, the Income Support Delivery System (ISDS) will be deployed to additional Nunavut communities based on resource capacity to support system requirements.

Status: The department is proceeding with work to reform Nunavut's Income Assistance programs.

The department completed community engagement in 25 communities in Nunavut to determine how the social assistance program can better support Nunavummiut. The report will be completed by early 2016 and will be used to inform proposed revisions to the Social Assistance Act.

As part of the reform, the Senior Citizens Supplementary Benefit has been increased to \$200 per month, effective April 1, 2015. The Income Support Delivery System is scheduled for installment in three more communities by the end the current fiscal year. The department is also working on potential enhancements to the Day Care Subsidy, and the Senior Fuel Subsidy.

- Development of training and capacity building opportunities that focuses on increasing the capacity of Income Assistance Workers and Regional Managers to deliver the program effectively in their community.

***Status:** The department conducted training for Income Assistance Workers on the use of the electronic case management system in Kugluktuk, Igloolik and Gjoa Haven, with training scheduled for Cape Dorset and Coral Harbour by March 31, 2016.*

Funding has been approved from the department of Executive and Intergovernmental Affairs to defer the cost of a regional training conference for Income Support Workers that will be held in Rankin Inlet in early February 2016.

The Income Assistance Division is implementing the pilot “Getting Ready for Employment and Training” (GREAT) work readiness program in partnership with the Career Development Division and Nunavut Arctic College in September 2015 and January 2016.

- Improve the public’s awareness and understanding of the Income Assistance Program through the development of resource materials and service provider engagement with the public.

***Status:** The department worked through various forums such as the Nunavut Poverty Reduction Roundtable (NPRR) to raise awareness of the income assistance program. The department also partnered with the department of Economic Development and Transportation in the community engagement process in all 25 communities in Nunavut. A Public Service Announcement communicated changes to the Senior Citizens Supplemental Benefit effective April 1, 2015.*

Priorities (2016-17)

- Implement reform recommendations resulting from the review of Income Assistance programs.
- Implement the “Getting Ready for Employment and Training” (GREAT) work readiness program in partnership with the Nunavut Arctic College.
- Develop training and capacity building opportunities that focus on statutory appointment training for Income Assistance workers.
- Review training materials for Income Assistance workers and develop of new materials as required.
- Ensure the public is aware of any changes to the Income Assistance program that may result from the review.
- Continue to work with the Career Development Division to support Income Assistance clients with building training and work readiness capacity with the goal of obtaining employment.

Priorities (2017-18)

- Evaluate the implementation of the Income Assistance reforms and their impact on client service and promotion of self-reliance.
- Develop resources and materials that focus on remote access training and auditing of Income Assistance client files on the ISDS system.
- Build stronger relationships with stakeholders in identifying opportunities for Income Assistance clients to participate in activities such as hunting, wage employment, job skills upgrading, and education.

Priorities (2018-19)

- Expand training opportunities across the territory using modern technological tools such as web-based outreach delivery.

Career Development

Career Development researches, develops and implements a coordinated plan for career and labour market training programs as well as delivery of Nunavut's post-secondary Financial Assistance for Nunavut Students program. Emphasis is placed on working with partner organizations ranging from the federal government, Inuit organizations, the private sector and non-profits in order to develop more accurate labour market information and to design and deliver labour market interventions that support the development of Nunavut's labour force, particularly Inuit participation in the labour force.

The office is also responsible for developing a coordinated client sponsorship approach for adult training which involves developing, implementing and supporting case management systems intended to support Career Development programs and projects.

Objectives

- To increase the number of Nunavummiut who gain employment in their chosen field through the provision of effective career services.
- To increase the number of Nunavummiut accessing employment based training opportunities, including trades programs.
- To provide financial and other supports (such as career counseling) to those who are not participating in the labour market and support their transition to training and ultimately employment and self-reliance.
- To identify employment barriers and facilitate the referral of individuals to programs that act to remove those barriers.
- To ensure that financial need is not a barrier to post-secondary education by providing financial supports to students enrolled in post-secondary education programs.
- To collect and provide labour market information to ensure that education and training in

the territory aligns with the labour market.

- To provide policy direction for program development and related certification of trades apprenticeship in Nunavut.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Career Development HQ		1,598	1,226	1,226	1,226
Career Development researches, develops and implements a coordinated approach to delivery of labour market training programs, including apprenticeship. Programs are designed to meet the needs of Nunavut's labour force and link Nunavummiut to sustainable jobs. Career Development works with partner organizations, such as the Government of Canada, Inuit organizations, industry, private sector, and not-for-profit organizations who assist in the delivery of programs. Accurate labour market information is required to design and deliver labour market interventions that support the development of Nunavut's labour force, particularly Inuit participation in the labour force.					
Nunavut Apprenticeship		578	578	578	578
Nunavut Apprenticeship is comprised of the Nunavut Apprenticeship Certification Unit and is responsible for the administration and monitoring of apprenticeship, trade and occupations certification. The Unit is also responsible for developing and delivering apprenticeship related training to regional staff; it acts as a liaison with industry, the Nunavut Apprenticeship, Trade and Occupations Certification Board and technical training providers. It is responsible for the development of promotional and communication materials for staff and the general public related to apprenticeship, trade and occupations certification. The Certification Unit is staffed by a Supervisor and two Certification Officers and reports in to the manager of labour market programs.					
Career Services – Regional Offices		2,908	3,271	3,271	3,271
The three regional offices are accountable for the administration and delivery of a range of labour market related programs and services such as: Employment Assistance Services, Group Employment Services, Training on the Job, Adult Learning and Training Supports and targeted training interventions. These programs are delivered using labour market data provided by Statistics Canada, the Nunavut Bureau of Statistics and through a network of partnerships and feedback from clients, other organizations, and the private sector.					
Financial Assistance for Nunavut Students (FANS)		10,032	8,303	8,303	8,303
This program provides direct support for post-secondary students through the offering of grants, loans and bursaries for Nunavut students attending educational institutions. FANS support helps students pay for tuition, books, travel and accommodation. The budget also provides the resources required for staff and operating costs to support the delivery of the FANS program. FANS also offers a grant for students who are disabled.					

Special Professions Program Fund	50	50	50	50
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This fund provides funding for the purpose of entering into agreements with southern Canadian post-secondary institutions for specialized programs for which there are limited seats. In these instances, spaces may be guaranteed if a Nunavut resident is given acceptance in principle, and the department purchases space(s) in the program.

Adult Learning & Training Supports	4,093	5,613	5,613	5,613
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The Adult Learning & Training Supports Fund provides financial supports through individual client sponsorship for non-post-secondary education and training. The fund is used in various ways to increase labour market attachment.

In addition, Career Development delivers a program called Adult Learning & Training Supports (ALTS). Through this program, clients who are not post-secondary students may receive funding support for employment related training programs. These programs are intended to help individuals undertake education and training that will lead directly to employment or to better employment.

Labour Market Agreement For Persons w/ Disabilities	1,100	1,100	1,100	1,100
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This program contributes towards the funding of programs and services to enhance support for people living with disabilities to enter the labour market. Funding may be distributed to organizations to provide programming and services that will positively impact the lives of disabled Nunavummiut through training and employment. The funds may also be used to gather labour market data of individuals living with disabilities.

Total, Career Development	20,359	20,141	20,141	20,141
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Priorities (2015-16)

- Intensify community outreach to high school students as well as students studying at Nunavut Arctic College.
Status: Career Development Officers offer ‘Employment Assistance Services’ to secondary and post-secondary students in communities. The department has delivered presentations to high school students on the Financial Assistance for Nunavut Students (FANS), labour market programs, and the apprenticeship program. Through the social assistance reform activities, Career Development staff have met with students and staff in high schools and Community Learning Centres throughout the territory.
- Monitor the FANS database/delivery system and adjust according to staff feedback and potential policy updates.
Status: The department continues to monitor the FANS database/delivery system. The department plans to update the FANS program, including its policies and processes to improve program delivery. The department will consider updates to grants, living allowances, compliance provisions, and application deadlines.

- Develop the capacity to collect, collate and re-interpret labour market information so that students, parents and the public can be better informed about career choices, employment opportunities and educational requirements.
Status: A Labour Market Information Coordinator has been hired and has produced market information including occupational profiles, community labour market profiles, and monthly labour market snapshots. The information is disseminated to the GN, students, employers, and the public.
- Prioritize labour market funding in accordance with developed labour market information.
Status: The department continues to gather data on Nunavut labour gaps and labour market needs. The department uses available information to inform funding allocations toward particular sectors and/or training activities.
- Restructure Career Development field operations based on the prior year examination.
Status: The prior year examination of field operations determined the need for additional Career Development Officers in certain communities. The department will work on increasing the number of Career Development Officers servicing the communities.
- Establish annual training regime for Career Development staff that includes familiarity with program policies and client service delivery standards.
Status: The department provides annual training sessions for Career Development staff. Training is focused on program delivery, services to clients, service standards, financial management, systems in-put, apprenticeship, accuracy in financial coding, and community outreach.
- Study the capacity to move all program applications to a web-based format and link this directly to the Integrated System for Adult Career Services (case management system).
Status: Research was conducted to determine the feasibility of design and delivery of a web-based client services delivery/application system. Cost and capacity factors have not made this initiative feasible at this time; system needs are being reviewed.

Priorities (2016-17)

- Enhance services and supports to increase the work readiness capacity of income assistance clients.
- Initiate an evaluation of current labour market programs including: Employment Assistance Services, Adult Learning and Training Supports, Training-on-the-Job, Nunavut Entrepreneurship Incentive, Getting Ready for Employment and Training, and the Canada-Nunavut Job Grant and evaluate the division's service delivery to clients.
- Use labour market information on occupational supply and demand, to inform program delivery, identify territory-wide training gaps, and determine whether new programs are required to better serve clients.

- Research labour market program design and delivery options for youth and persons with disabilities.
- Implement recommendations from the Nunavut Apprenticeship review conducted in 2015-2016.
- Continue to pursue an improved open-source, web-based Information Technology (IT) system for labour market data, the Financial Assistance for Nunavut Students (FANS) program, and the apprenticeship program.

Priorities (2017-18)

- Based upon the best practices from the program design and delivery research, implement a labour market program for Nunavut youth, aimed at connecting youth to employment.
- Enhance the labour market program and client service delivery based on the results of the evaluation.
- Implement the improved Information Technology (IT) system for delivering and monitoring labour market programs, the Financial Assistance for Nunavut Students (FANS) program and apprentices.

Priorities (2018-19)

- Implement a labour market program targeting persons with disabilities in Nunavut, aimed at connecting persons with disabilities to employment and employers.
- Continue work on improvements to the department's information technology system and ensure effective staff training on its components.
- Continue work with income assistance division on integrated client service delivery.

Financial Summary

Branch	2015 - 2016		2016 - 2017		2017 - 2018		2018 - 2019	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	4,820	35.0	4,946	35.0	4,946	35.0	4,946	35.0
Grants & Contributions	837		1,307		1,307		1,307	
Other O&M	1,261		1,151		1,151		1,151	
Subtotal	6,918		7,404		7,404		7,404	
Children and Family Services								
Compensation & Benefits	9,817	77.0	11,475	88.5	11,475	88.5	11,475	88.5
Grants & Contributions	4,390		4,646		4,646		4,646	
Other O&M	39,401		43,084		43,084		43,084	
Subtotal	53,608		59,205		59,205		59,205	
Income Assistance								
Compensation & Benefits	5,506	46.1	5,836	48.1	5,836	48.1	5,836	48.1
Grants & Contributions	40,000		47,414		47,414		47,414	
Other O&M	918		906		906		906	
Subtotal	46,424		54,156		54,156		54,156	
Career Development								
Compensation & Benefits	5,415	47.0	5,208	45.0	5,208	45.0	5,208	45.0
Grants & Contributions	9,579		11,665		11,665		11,665	
Other O&M	5,365		3,268		3,268		3,268	
Subtotal	20,359		20,141		20,141		20,141	
Total	127,309	205.1	140,906	216.6	140,906	216.6	140,906	216.6

Inuit Employment Plan

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity	%	Capacity	%
Total Department Positions	205.13		216.63	
Total Filled Positions	143.6	70%	152	70%
Total Vacancies	61.53	30%	64.63	30%
Total Beneficiaries	87.6	61%	94	62%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	2	100%	2	100%
Total Senior-Management Positions	10		10	
Total Filled Senior-Management Positions	10	100%	10	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Beneficiaries in Senior-Management Positions	2	20%	2	20%
Total Middle-Management Positions	22		22	
Total Filled Middle-Management Positions	21	95%	21	95%
Total Vacant Middle-Management Positions	1	5%	1	5%
Total Beneficiaries in Middle-Management Positions	12	57%	12	57%
Total Professional Positions	83		93.5	
Total Filled Professional Positions	49	59%	56	60%
Total Vacant Professional Positions	34	41%	37.5	40%
Total Beneficiaries in Professional Positions	15	31%	20	36%
Total Paraprofessional Positions	61.13		62.13	
Total Filled Paraprofessional Positions	46.1	75%	47	76%
Total Vacant Paraprofessional Positions	15.03	25%	15.13	24%
Total Beneficiaries in Paraprofessional Positions	41.1	89%	42	89%
Total Administrative Positions	27		27	
Total Filled Administrative Positions	15.5	57%	16	59%
Total Vacant Administrative Positions	11.5	43%	11	41%
Total Beneficiaries in Administrative Positions	15.5	100%	16	100%

Capacity

The Department of Family Services (DFS) continues to focus on initiatives to provide a representative level of Inuit employment within all employment categories across the department. DFS is making steady progress in raising Inuit employment through education and training to support employee skill development and certification of skills. DFS is achieving this progress by undertaking the following initiatives:

- The department is actively participating on the Government of Nunavut's Inuit Employment Steering Committee (IESC). The purpose of IESC is to develop comprehensive employment initiatives that shape the Inuit Employment Strategy in line with Article 23 obligations of the Nunavut Land Claims Agreement.
- The department continues to regularly review job descriptions to ensure the removal of systemic barriers. The department is currently running some competitions on two or three year terms if no beneficiaries are hired.

Inuit Employment Plans

Priorities (2015-18)

- The department is working closely with the Department of Executive and Intergovernmental Affairs (EIA) on the Individualized Training Pilot (ITP) program. The department has identified potential candidates and is working with EIA's Sivumuaqatigiit Division to enroll the identified beneficiaries into the program.

The objective of the program is to support Government of Nunavut (GN) departments in implementing their Inuit Employment Plans by providing funding for training to beneficiaries within the departments. The identified beneficiaries should be in the following categories:

- Interns/trainees funded entirely by their host department (not a Sivuliqtiksatsat internship)
 - A beneficiary employee on a developmental transfer assignment with a learning plan
 - Long term casuals within the GN who have over one year continuous service.
- This fiscal year, the Income Assistance Division supported an Inuit Learning and Development Pilot Project (ILDPP) student placement. This student was placed with the Division as a policy analyst and gained experience and skills to be better prepared for a position with the GN.
 - All of the Income Assistance staff and managers in the three regional offices are beneficiaries. The department believes that this is necessary to ensure services are accessible to community members seeking assistance in their language of choice, and in compliance with Nunavut's Official Languages Act.
 - Fourteen out of fifteen of the department's Career Development Officers in the three regional offices are beneficiaries.
1. The department provides summer working opportunities for Inuit students to explore different types of work to gain practical and meaningful experience. In 2015, the department hired nine Inuit summer students in various positions to allow them to gain work experience and explore career options within the Department of Family Services.
 2. The department self-funded one internship position whose incumbent has successfully completed the training and is now functioning as a Human Resource Officer.

Status: The department has self-funded two internship positions and developed training plans for the interns. The HR Officer Intern has successfully completed the self-funded internship and was appointed to the position of HR officer indeterminately. The CSSW intern is currently undergoing the staffing competition process.

3. The department is currently in the process of starting an internship for the Regional Manager, Children and Family Services position in Pangnirtung. The internship is expected to begin in January 2015 and end in January 2018. The person will be assessed with a view of placing them in the position on an indeterminate basis. If further supports are required they will be provided through a reviewed learning and development plan, and continued mentorship and coaching.

Status: The internship application was submitted to the Sivuliqtiksats Program and will be reviewing the application following their call for proposals this fall 2015.

4. The department is currently supporting one Inuit employee who is on education leave and is set to complete her studies in May 2015. The department believes that educational leave offers important opportunity for employees to improve skills and support career progression.

Status: The employee is currently taking personal leave to complete her studies that she was not able to complete by May 2015.

5. In the fiscal year 2015-16, the department expected to begin a mentorship for a supervisory position in one of the communities where a supervisor was identified as a mentor.

Status: This internship application was cancelled due to an unsuccessful competition.

6. The department ensures that new beneficiary staff are provided with mentorship and support. The department has been successful in doing this in communities such as Pond Inlet, Pangnirtung and Igloolik.

Status: The department supports internships and provides orientation and mentorship for all staff. The last internship intended for a Regional Manager position was unsuccessful. Further, the department has access to one trainee position in Pangnirtung, and will continue to explore mentorship and internship positions to provide training and to build capacity and experience in our beneficiary staff

7. The Career Development Division currently has nine Inuit employees enrolled in the Nunavut Arctic College Career Development Practitioners Certificate program. The nine candidates are at various stages of the program. To date, the department has had six Career Development Practitioners successfully obtain their certification. The department will continue to support more staff obtain certification in this program.

Status: The Career Development Division currently has seven Inuit employees enrolled in the Nunavut Arctic College Career Development Practitioners Certificate Program. The seven candidates are at various stages of the program. The department also plans to support more staff in the program when new course dates are announced. To date, the department has had two Career Development Practitioners successfully obtain their certification.

8. The department continues to collaborate with Nunavut Arctic College and the Departments of Justice and Health to review and modernize the Social Services Worker program to ensure compatibility with GN positions. The program has produced 15 graduates since 2011.

Status: The department collaborated with Nunavut Arctic College (NAC) and the Departments of Justice and Health to review the curriculum of the Social Services Worker program to ensure compatibility with Government of Nunavut (GN) positions.

9. The department continues to work with Nunavut Arctic College to ensure that career path training for various professions within the Department of Family Services aligns with departmental position qualifications and leads to an increase in the number of qualified Inuit occupying positions within the Department of Family Services.

Status: An interdepartmental committee was struck to work with NAC to review the Social Services Worker program, to advise on curriculum development and better integrate qualifications with position descriptions. This was achieved in two meetings were held in Cambridge Bay in the spring and fall of 2014.

Priorities (2016-17)

The Department of Family Services is committed to providing a representative level of Inuit employment within all employment categories across the department. There are several initiatives that the department has undertaken to raise Inuit employment since its establishment on April 1, 2013. Many of these initiatives focus on aspects of building capacity by increasing our number of positions and developing new positions, which will allow for succession planning into positions such as Community Social Service Workers, to support employee skill development and certification of skills. The Department of Family Services actively participates in the GN Inuit Employment Steering Committee.

The Department of Family Services will have 11.5 new PYs for the 2016-2017 fiscal year. These new positions will be generic positions with shared job descriptions. The generic positions and accompanying job descriptions will allow the department to hold competitions with eligibility lists, allowing for a shortening of the staffing process if there is staff turnover. Out of the 11.5 new PYs, 7 of those positions will be family resource workers; 1.5 PYs will be client liaison officers; and 2 more CSSW positions which are considered professional positions.

Included in the new positions are 7 family resource workers which will enhance the availability of experience in the social services environment, and which will help candidates qualify for higher level of positions such as CSSWs. These are targeted for beneficiaries only.

The Department of Family Services will assess and build its organizational capacity by advancing recruitment, training and retention programs for staff. In 2016-17, the Department of Family Services will:

- Apply for a Sivuliqtiksatsat internship for a senior management position.
- Direct appoint Inuit employees in positions backfilled with casual Inuit employees, to increase capacity by recruiting back-filled positions with indeterminate employees.

- Review job descriptions to ensure the removal of systemic barriers.
- Continue to work with Nunavut Arctic College to ensure that career path training for various professions within the Department of Family Services aligns with departmental position qualifications and leads to an increase in the number of qualified beneficiaries occupying Department of Family Services positions.
- Educate senior managers in the department on Inuit employment planning by inviting Sivumuaqatigiit Division (EIA) to present to Senior Management Committee.
- Continue to provide summer working opportunities for Inuit students to explore different types of work under Family Services.

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**Department of
Environment**

**Business
Plan**

2016-2019

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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)			
	2015-16	2016-17	2017-18	2018-19
Corporate Management	4,408	4,408	4,408	4,408
Wildlife Management	12,151	12,151	12,151	12,151
Environmental Protection	3,799	4,659	4,659	4,659
Fisheries and Sealing	3,735	3,735	3,735	3,735
Parks and Special Places	1,661	2,092	2,092	2,092
TOTAL	25,754	27,045	27,045	27,045

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, and planning functions of the department, and providing advice on policy and strategic direction to the Directorate, as required. The division works to ensure

Department of Environment

effective communications within the department, the GN and with Nunavummiut, as well as with national and international audiences. The division also develops environmental education materials and coordinates many departmental outreach initiatives.

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 departmental support of GN-wide priorities.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Directorate		773	773	773	773
The Directorate is responsible for overall management and direction of the Department of Environment.					
Policy, Planning and Legislation		1,169	1,169	1,169	1,169
Policy, Planning and Legislation oversees all corporate planning, legislation and policy development along with associated research, communications and public education.					
Corporate Services		2,466	2,466	2,466	2,466
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		4,408	4,408	4,408	4,408

Priorities (2015-16)

- Develop and implement a media campaign for national and international audiences aimed at counterattacking misinformation relating to the status of polar bears as endangered and noting that polar bear conservation is in fact a success story.
Status: The department is working to develop a website and other materials in coordination with other Canadian jurisdictions. It is anticipated the website will be launched in early 2016.
- Provide financial and human resource training workshops for staff in decentralized offices of Igloolik, Pond Inlet, Kugluktuk and Arviat to improve financial management and human resource capacity.
Status: Training will be completed in the identified communities by January 2016.
- Strengthen financial management by providing training and guidance to all managers in the areas of budget and expenditure management.

Status: Budget and expenditure management training will be completed in February 2016.

- Review Inuit Employment Planning effectiveness and revise measures to achieve success.
Status: The department reviewed its Inuit employment initiatives and has included updated initiatives in this year's business plan.
- Develop educational resources for distribution nationally and internationally with emphasis on research and species management. The initial educational kits will include caribou, polar bear and ringed seal.
Status: Educational kits that include a book and video for caribou and ring seal are currently in development. Final drafts will be completed by March 31, 2016.
- Begin development of a Hunter Education Program and educational materials to teach harvesting skills and firearm safety.
Status: Development of a Harvester Education Program is underway and significant progress is being made. Due to the large scope of the project it is likely that this priority will be carried over to 2016-17.
- Implement revised/renewed programs and supports for harvesters.
Status: A review has been completed and the department will be implementing new and amended programs in 2016.
- Review options for enhancing enforcement ability and expertise in field staff.
Status: The department has conducted an organizational review and is considering organizational changes to the department to enhance enforcement ability.

Priorities (2016-17)

- Implement revised Inuit Employment Plan for the department.
- Continue to develop environmental educational resources, expanding educational kits to include a module that explains the sustainable co-management system developed under the Nunavut Land Claims Agreement.
- Publish series of pamphlets/books outlining harvesting skills and techniques specific to individual Nunavut species.
- Investigate options for incorporating Inuit Qaujimajatuqangit into environmental decision-making in a more standardized manner.
- Explore options for an enhanced media presence for the department.
- Encourage and support improved interjurisdictional relationships with neighboring provinces and territories relating to shared environmental issues and wildlife populations.

Priorities (2017-18)

- Review departmental commitments for providing funding to third party agencies through grants and contributions in the context of ensuring on-going strategic use of our limited resources.

- Consider options for renewing/updating *Territorial Parks Act*.
- Review and revise all websites associated with the department in order to simplify and streamline access to departmental information as much as possible.
- Undertake a review of departmental performance management and implement any needed changes.

Priorities (2018-19)

- Develop a legislative proposal to update the *Territorial Parks Act*.

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 Qaujimagatuqangit, 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)	2015-16	2016-17	2017-18	2018-19
Wildlife Operations		6,401	6,401	6,401	6,401
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		4,734	4,734	4,734	4,734
Wildlife Research includes scientific research, wildlife monitoring and the collection, and analysis of Inuit knowledge and Inuit societal values research. 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 Organizations 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

225 **225** 225 225

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, wildlife damage prevention, and wildlife damage compensation.

Total, Wildlife Management **12,151** **12,151** **12,151** **12,151**

Priorities (2015-16)

- Begin implementation of Nunavut Polar Bear Management Plan.
Status: The NWMB has held a public hearing on the plan. Implementation will begin once the plan has received approval from the NWMB through Nunavut’s co-management process.
- Continue with surveys of the M’Clintock Channel and Gulf of Boothia polar bear populations to estimate distribution and abundance.
Status: The surveys of the M’Clintock Channel and Gulf of Boothia polar bear populations are ongoing. The department will conduct a third year of surveys in 2016.
- Based on final results from three-year research project, work with Greenland and Nunavut co-management partners to design and implement management actions for the Baffin Bay polar bear subpopulation as required.
Status: The Canada-Greenland Joint Commission will provide survey results and a report in June 2016. The department will make a submission to the NWMB based on these results.

Department of Environment

- Provide new population estimate of the Qamanirjuaq caribou herd to the NWMB.
Status: Complete.
- Finalize the Baffin Island Caribou Management Plan and implement caribou management actions to address the decline of caribou on Baffin Island, in close working relationship and consultation with co-management partners.
Status: The department will submit the Baffin Island Caribou Management Plan to the NWMB in early 2016.
- Explore options for increasing Inuit employment in field officer positions.
Status: The department has conducted an organizational review and is considering organizational changes to the department to enhance Inuit employment in field officer positions.
- Continue development of a grizzly bear management plan for Nunavut.
Status: Department staff conducted consultations on the draft management plan in the fall of 2015. It is anticipated that the management plan will be submitted to the NWMB in 2016 after feedback from consultations has been considered.
- Finalize management plan for the Peary Caribou.
Status: The management plan has been completed. The department is working with the NWMB to finalize the document through the co-management process, and it is anticipated that the document will be finalized by 2016.

Priorities (2016-17)

- Continue to survey the Gulf of Boothia polar bear population to estimate the distribution and abundance.
- Continue monitoring of Baffin Island Caribou by collaring, health monitoring, and conducting additional surveys as necessary.
- Develop a "Best Practices" document for industry to minimize the impacts on wildlife from the exploration and development of minerals, oil and gas.
- Support and enhance the role of HTOs by enhancing the relationships with co-management partners.
- Complete an Operations Manual for field officers.
- Develop long-term training plan for field officers.

Priorities (2017-18)

- Continue to survey the Gulf of Boothia polar bear populations to estimate distribution and abundance.

- Initiate a survey of the Davis Strait polar bear subpopulation to estimate distribution and abundance.
- Develop and finalize a management plan for the Dolphin and Union caribou subpopulation.

Priorities (2018-19)

- Initiate a survey of the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.
- Continue to survey the Davis Strait polar bear subpopulation to estimate distribution and abundance.
- Undertake a population survey of the eastern Kitikmeot caribou herds.
- Develop an electronic enforcement database and reporting system.

Environmental Protection

The Environmental Protection Division (EPD) is responsible for enforcing Nunavut's environmental acts and regulations, primarily the *Environmental Protection Act* (EPA) as well as the implementation of environmental guidelines, which are intended to assist government, industry and the public to come into and/or remain in compliance with the EPA. The division is responsible for carrying out all territorial government responsibilities in relation to the Nunavut Planning Commission under Article 11.3 of the *Nunavut Land Claims Agreement* and for coordinating the department's obligations pursuant to Article 12 of the *Nunavut Land Claims Agreement*. The Environmental Protection Division is also responsible for promoting climate change adaptation across Nunavut and ensuring that adaptation measures are incorporated into Government of Nunavut practices.

Some of the 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.
- Works with industry, government and the public on land use planning priorities and resource development projects so they are undertaken in a way that will minimize negative impacts on the environment.
- Works with other GN departments and agencies to coordinate GN participation with institutions of public government such as the Nunavut Impact Review Board and the Nunavut Planning Commission.
- Provides expert advice and assistance to the development of legislative initiatives in order to promote environmental protection.
- Provides air quality monitoring for the Territory

Department of Environment

- Works with other GN departments and agencies to incorporate climate change adaptation into government decision making
- Partners with other climate change stakeholders including communities, Inuit Organizations, researchers, and other levels of government on Nunavut climate change projects and programs.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
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Environmental Operations		1,535	1,535	1,535	1,535
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The Environmental Protection Division is sub-divided into four sections: Enforcement, Compliance and Pollution Prevention; Environmental Assessment and Land Use Planning; Climate Change; and Contaminated Sites.

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.

Enforcement, Compliance and Pollution Prevention

	777	777	777	777
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The primary function of this section is enforcement of the *Environmental Protection Act* and the attendant regulations. This entails environmental and air quality monitoring, inspections, investigations, spill response and enforcement action. 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 public on hazardous materials management, spills/emergency response and legislative compliance

Environmental Assessment and Land Use Planning		326	326	326	326
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This section is responsible for supporting DOE and the GN in the delivery of obligations under the *Nunavut Land Claims Agreement* for environmental assessment, land use planning and general monitoring.

This section is the first point of contact for Nunavut's land and resource management boards to access the GN's expertise on air, land, water and wildlife and work to identify and mitigate potential impacts from development. The section works with ED&T to coordinate the GN's participation in the screening, environmental impact assessment and on-going monitoring of resource development projects in Nunavut. It coordinates GN responses to the Nunavut Planning Commission (NPC) in the development, review and approval of land use plans and planning policies that guide resource development in the territory; and supports the fulfillment of NLCA Article 12.7.6 obligations for general monitoring. In the delivery of these functions, the section works closely with the interdepartmental Environmental Assessment Review Team and Sustainable Development Advisory Group.

Climate Change		161	521	521	521
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The Climate Change section has been engaged in community-based adaptation initiatives that focus on how climate change will affect communities (i.e. infrastructure, traditional activities

and human health). This entails extensive public engagement and working closely with the Inuit Organizations, Federal Government, NGOs, research organizations and other GN departments and agencies. This section also participates in scientific research and coordinates government responses to climate change issues.

Contaminated Sites	1,000	1,500	1,500	1,500
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This section undertakes work relating to contaminated sites, including identification and assessment of environmental liabilities associated with the Government of Nunavut.

Total, Environmental Protection	3,799	4,659	4,659	4,659
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Priorities (2015-2016)

- Expand air quality monitoring to include Kivalliq and Kitikmeot communities.
Status: Air quality monitoring equipment has been purchased and is currently being shipped to Arviat and Kugluktuk. It is anticipated that both stations will be functional by March 2016.
- In partnership with EDT, review current legislation to explore options towards addressing gaps in resource development management.
Status: Environmental Protection staff have reviewed current legislation and identified options towards addressing gaps.
- Draft improved regulations and/or guidelines that will improve the GN’s role in the regulatory system.
Status: Internal GN guidelines have been developed to assist GN departments in effective participation in the regulatory system.
- Compile a new Nunavut State of Knowledge on the Environment Report to support land use planning and impact assessment.
Status: The department is working on a report that will provide some of this information and anticipates its completion by March 2016.
- Continue to work with other divisions within the department to develop environmental protection training for enforcement officers.
Status: The training program is ongoing and is in collaboration with the Wildlife Management division.
- Continue with the development and distribution of additional environmental guidelines.
Status: The department continues to develop and update the environmental guidelines as required.
- Continue to support the development of the new Nunavut Land Use Plan.
Status: The department continues to support the development of the Nunavut Land Use Plan.

Department of Environment

- Coordinate knowledge-sharing between the Nunavut Research Institute and the department to ensure climate change research data is transferred to the Nunavut Climate Change Centre (NC³) to improve community access.

Status: The department has reached an agreement with the Nunavut Research Institute where research results are shared directly with the Department of Environment so that they can be publicly shared online.

Priorities (2016-2017)

- In partnership with EDT, enhance the GN's role in monitoring exploration and development projects.
- Review and assess the effectiveness of the Environment Assessment Review Team structure for providing departmental input into the Nunavut Impact Review Board project review process.
- Develop in house capacity to provide more detailed input into the Nunavut Water Board review process.
- Review capacity needs for dealing with Nunavut Planning Commission conformity reviews and plan amendments
- Review implementation of commitments made by all partners within the Nunavut Climate Change Adaptation Action Plan.
- Continue to support the development and implementation of new programs that will educate industry and the public in prevention measures in order to reduce and manage spills of hazardous waste.

Priorities (2017-2018)

- Complete any outstanding work required to assign an accurate dollar figure to GN environmental liabilities, and explore options for moving forward.
- Develop a practical guide for managing large volumes of petroleum-hydrocarbon-contaminated materials at remote sites and communities.
- Reassess priorities and continue with the ongoing development of environmental assessment and land use planning related guidelines for industry.
- Develop a Climate Change Adaptation Training Course for decision-makers that can be delivered across the GN.

Priorities (2018-2019)

- Review and assess the department’s participation, for the last five years, in the Nunavut Impact Review Board Process under the Environmental Assessment Review Team structure with a dedicated environmental assessment budget.
- Work with Environment Canada to report the Air Quality Health Index within the monitoring station communities.
- Work with GN partners and agencies to ensure the ongoing progress of commitments as outlined in the Climate Change Adaptation Action Plan.
- Expand the delivery of the Climate Change Adaptation Training course to additional users beyond GN departments.
- Work with industry sectors in Nunavut to develop spill reduction training for their employees.

Fisheries and Sealing

The Fisheries and Sealing Division supports subsistence and commercial fisheries and the sealing and fur sectors in Nunavut, ensuring sustainable harvests and maximum benefits to Nunavummiut in close collaboration with Inuit, co-management partners and other stakeholders. A top priority for the Division is the implementation of the Nunavut Fisheries Strategy.

Objectives

- Encourage and support viable, sustainable fishery, sealing, and fur sectors in cooperation with stakeholders in all regions of Nunavut.
- Promote a clear understanding of all three sectors through education and awareness.
- Represent Nunavut’s sealing and fishery interests locally, regionally, nationally and internationally.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Division Operations		2,053	2,053	2,053	2,053

The Fisheries and Sealing division operates a number of programs. It acts as an advocate for the industries within Nunavut, Canada, and internationally. It provides advice on business development and investment opportunities; supports human resource development for the fishing, sealing and fur harvesting sectors; and crews and operates Nunavut’s research vessel, the RV Nuliajuk. It sustains and builds partnerships with Inuit organizations, federal departments, and other Nunavut interest groups to support research and development in fisheries and sealing.

Commercial Fisheries Freight

Subsidy	190	190	190	190
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This program is a freight subsidy provided to Nunavut-based fish processing plants and businesses on commercially caught fish products to offset the high costs of operating in the north.

Fisheries Diversification Program	525	525	525	525
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The Fisheries Diversification & Development Program provides financial assistance to Nunavut's fishing and sealing industries. The program supports research and development initiatives that are of industry-wide benefit, and contributes to businesses, organizations and individuals undertaking viable fisheries development and diversification initiatives.

Fur Pricing Program	805	805	805	805
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The Fur Pricing program ensures harvesters are provided with fair and timely compensation by providing a set minimum price for seals, advance payments for long fur species and additional payments to reflect the final price at market, when market prices allow. The program 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
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The Nunavut Fisheries and Marine Training Consortium is a major long-term initiative that provides training opportunities to Nunavut beneficiaries interested in pursuing careers in the fishing industry.

Fur Institute	12	12	12	12
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This program is a contribution made to the Fur Institute of Canada to support fur industry advocacy and implementation of the International Agreement on Humane Trapping Standards.

Total, Fisheries and Sealing	3,735	3,735	3,735	3,735
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Priorities (2015-16)

- Finalize the updated Nunavut Fisheries Strategy.
Status: Department staff conducted final consultations on the draft strategy in fall 2015 and anticipate releasing a final document by March 2016.
- Support fisheries development through implementation of the renewed Nunavut Fisheries Strategy and the 2015-19 Nunavut Fisheries Science and Research Agenda.
Status: The department continues to support fisheries, sealing, and fur sectors through its programs and activities, guided by the knowledge and experience gained to date developing the renewed Fisheries Strategy. The department will publish the Nunavut Fisheries Research Agenda in the spring of 2016.
- Complete a needs assessment on potential Nunavut Fish Handling and Processing Regulations.

Status: The Department of Environment is removing this priority, as the development of these regulations is the responsibility of the federal government. The department will continue to advocate for and support the development of these regulations.

- Enhance capacity to provide advice and support to Nunavut's offshore industry.
Status: The department is currently looking at options to re-profile an existing position to fill this need or to create a new position.
- Implement recommendations from the review of the Fur Pricing Program.
Status: The department anticipates implementing the recommendations of the Harvester Support Program Review by March 2016.
- Review the Commercial Fish Freight Subsidy Program, to assess effectiveness, program scope and funding levels.
Status: The review is complete. The results of this review indicate that changes are needed to the program and staff are currently conducting a more in-depth assessment to determine how the program can help meet the needs that are being identified in the renewed Fisheries Strategy.
- Deliver the Nunavut Community Aquatic Monitoring Program in Pond Inlet and at least one other community to build community capacity for fisheries monitoring and data collection in support of fisheries development.
Status: Completed. N-CAMP was held in Pond Inlet and an N-CAMP is planned for Iqaluit in early 2016.
- Complete two Nunavut Coastal Resource Inventories to continue to document essential baseline *Inuit Qaujimajatuqangit* data for all Nunavut communities in support of fisheries development.
Status: Completed. The Rankin Inlet NCRI was completed in summer 2015, and a Pond Inlet NCRI is planned for January/February this year.

Priorities (2016-17)

- Develop healthy sustainable inshore and offshore fisheries through implementation of the 2016 Fisheries Strategy.
- Complete a draft of the Nunavut Fisheries Research Agenda and other action plans as identified in the 2016 Fisheries Strategy.
- Implement the recommendations from the review of the Commercial Fish Freight Subsidy Program.
- Undertake a review of the Fisheries Development and Diversification Program, to assess effectiveness, program scope and funding levels.

Department of Environment

- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
- Complete three Nunavut Coastal Resource Inventories to continue to document essential baseline *Inuit Qaujimagatuqangit* data for all Nunavut communities in support of fisheries development.
- Initiate the development of an updated Nunavut Sealing Strategy.

Priorities (2017-18)

- Develop healthy sustainable inshore and offshore fisheries through implementation of the 2016 Fisheries Strategy.
- Undertake a midterm review of the Nunavut Fisheries Strategy to assess the progress being made on the specific action items and priority areas identified in the Strategy.
- Evaluate implementation of Fur Pricing Program changes made based on the 2014-15 program review.
- Implement recommendations from the review of the Fisheries Development and Diversification Program.
- Continue to deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
- Complete final three Nunavut Coastal Resource Inventories to continue to document essential baseline *Inuit Qaujimagatuqangit* data for all Nunavut communities in support of fisheries development.

Priorities (2018-19)

- Develop healthy sustainable inshore and offshore fisheries through implementation of the 2016 Fisheries Strategy.
- Deliver the Nunavut Community Aquatic Monitoring Program in at least one community to build community capacity for fisheries monitoring and data collection.
- Undertake an in-depth analysis of data collected through Nunavut Coastal Resource Inventories and publish a compiled Nunavut-wide resource inventory report.

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 societal values.

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 the integrity of Nunavut's natural and cultural heritage, its biodiversity and its significant, unique and valued natural and cultural landscapes and resources.
- Engage the community in conservation and heritage appreciation. Nunavut's Territorial Parks and Special Places engage residents and visitors, and foster pride, understanding, knowledge, and appreciation of the territory's diverse and unique natural and cultural heritage.
- Enhance visitor experiences. Nunavut's Territorial Parks and Special Places promote opportunities for appropriate, safe and accessible recreation and increased public enjoyment consistent with the protection of the natural and cultural values; and are important destinations and attractions for Nunavummiut and visitors and provide direct and indirect economic benefit to communities.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Program Development		351	351	351	351
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 'Katjaaqnaq' 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, and community stewardship programs.					
Operations and Planning		1,165	1,596	1,596	1,596
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		145	145	145	145
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	1,661	2,092	2,092	2,092
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Priorities (2015-16)

- Complete new Management Plans for Katannilik Park and Sylvia Grinnell Park in keeping with the Territorial Parks IIBA.
Status: This priority is on hold until IIBA park co-management committees are established. These projects will be carried over to 2016-17 and 2017-18.
- Complete Cultural Landscape Resource Inventory for Katannilik Park.
Status: This priority is on hold until an IIBA park co-management committee is established. This project will be carried over to 2016-17.
- Complete Cultural Landscape Resource Inventory Study for Napartulik (Axel Heiberg Geodetic Hills) proposed park.
Status: A Preliminary Resource Inventory completed, and the department anticipates that the final inventory will be completed during the Master Planning Phase in 2016-17.
- Complete a Management Plan for Utkuhiksalik (Back) River and submit to the Canadian Heritage Rivers Board, if IIBA is completed and communities are in support.
Status: This project is on hold until there is agreement on a Heritage Rivers IIBA.
- Complete Legal Description for Sanikiluaq and Clyde River Parks.
Status: The department anticipates finalizing boundaries for both parks in 2016.

Priorities (2016-17)

- Complete mineral assessments/inventories for proposed Aggutinni (Clyde River) Park.
- Develop facility designs and specifications for proposed Napartulik and Aggutinni (Clyde River) Parks.
- Complete new Management Plans for Katannilik Park and Sylvia Grinnell Park in keeping with the Territorial Parks IIBA.
- Complete Cultural Landscape Resource Inventory for Katannilik Park.
- Establish and provide training to co-management committees in Sanikiluaq, Arviat and Kugluktuk
- Acquire and evaluate pilot project for back-country shelters.

Priorities (2017-18)

- Complete Master Plan and Mineral Assessment for proposed Arviat Park.
- Complete Master Plan and Mineral Assessment for proposed Sanikiluaq Park.

Priorities (2018-19)

- Complete Interpretive Plans for Iqalugaarjuup Nunanga Territorial Park (Rankin Inlet).

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
RIA	Regional Inuit Organizations

Financial Summary

Branch	2015 - 2016		2016 - 2017		2017 - 2018		2018 - 2019	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	3,336	25.0	3,336	25.0	3,336	25.0	3,336	25.0
Grants & Contributions	25		25		25		25	
Other O&M	1,047		1,047		1,047		1,047	
Subtotal	4,408		4,408		4,408		4,408	
Program Management								
Compensation & Benefits	12,295	106.5	12,674	108.5	12,674	108.5	12,674	108.5
Grants & Contributions	1,963		1,963		1,963		1,963	
Other O&M	7,088		8,000		8,000		8,000	
Subtotal	21,346		22,637		22,637		22,637	
Total	25,754	131.5	27,045	133.5	27,045	133.5	27,045	133.5

Inuit Employment Plan

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity	%	Capacity	%
Total Department Positions	131.5		133.5	
Total Filled Positions	88	67%	94	70%
Total Vacancies	43.5	33%	39.5	30%
Total Beneficiaries	31	35%	37	39%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	1	50%	1	50%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	4	57%	5	71%
Total Vacant Senior-Management Positions	3	43%	2	29%
Total Beneficiaries in Senior-Management Positions	0	0%	1	20%
Total Middle-Management Positions	30		30	
Total Filled Middle-Management Positions	22	73%	22	73%
Total Vacant Middle-Management Positions	8	27%	8	27%
Total Beneficiaries in Middle-Management Positions	6	27%	6	27%
Total Professional Positions	22		24	
Total Filled Professional Positions	11	50%	12	50%
Total Vacant Professional Positions	11	50%	12	50%
Total Beneficiaries in Professional Positions	1	9%	2	17%
Total Paraprofessional Positions	62.5		62.5	
Total Filled Paraprofessional Positions	44	70%	46	74%
Total Vacant Paraprofessional Positions	18.5	30%	16.5	26%
Total Beneficiaries in Paraprofessional Positions	20	45%	22	48%
Total Administrative Positions	8		8	
Total Filled Administrative Positions	5	63%	7	88%
Total Vacant Administrative Positions	3	38%	1	13%
Total Beneficiaries in Administrative Positions	3	60%	5	71%

Capacity

As of December 31, 2015, the Department of Environment is operating at 67% capacity, with 43.5 positions vacant. The department is actively seeking ways to ensure positions are being filled as well as increasing Inuit employment within the department.

Inuit Employment Plan

Priorities (2015-18)

Currently, the department has 35% Inuit representation in our workforce. Of 88 filled positions, 31 are filled by beneficiaries. Inuit employment is highest in the Kivalliq Region (55%) and lowest in Igloolik where the decentralized Wildlife Research section is headquartered (9%). Inuit representation is highest in administrative support positions (60%).

- The Department of Environment continues to work with and support Nunavut Arctic College in the delivery of their Environmental Technology Program. Many graduates of the program have gone on to work for the Government of Nunavut in various capacities.
Status: Departmental representatives delivered presentations to Environmental Technology Program students on topics such as the new regulations under the Wildlife Act.
- The department has a strong summer student/seasonal program, particularly in the Parks and Special Places Division where over 90% of summer positions (approximately 15 positions) are filled by beneficiaries. The department will also continue to hire beneficiary casuals and summer students from communities to assist Conservation Officers and our research staff on field projects, and continue to offer opportunities for Inuit trainee deckhands onboard the Nulijuk research vessel (2-4 per year), in cooperation with the Nunavut Fisheries and Marine Training Consortium.
Status: It is anticipated that these temporary positions will stimulate an interest in working in the environmental field and encourage students to pursue further education in order to qualify for permanent work in the future.
- As a result of the Territorial Parks Umbrella Inuit Impact Benefit Agreement (IIBA), the Parks and Special Places Division has a number of obligations relating to developing hiring criteria that gives special considerations to hiring Inuit for Parks-related positions and to providing training. These benefits are over and above other benefits already provided by the GN. All Parks job descriptions have been rewritten, reevaluated and include new language in keeping with the IIBA. Hiring for all Parks positions also includes representation from the Regional Inuit Associations and/or NTI on selection panels.
Status: The department will work with stakeholders in 2016-17 to create positions specifically for Territorial Parks to be filled with beneficiaries.

Priorities (2016-17)

In 2016-17, the Department of Environment will be implementing a number of initiatives to work towards increasing our Inuit representation to at least 39% by March 31, 2017. The department has several trainee positions and are considering how to use them most effectively.

- The department is looking to re-profile one of the trainee positions into a Polar Bear Technician Trainee in Igloolik.
- The department will work with the GN's Sivuliqtiksats Program to access internships in its territorial parks management positions.

**Department of
Community
and Government
Services**

**Business
Plan**

2016-2019

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CORE BUSINESS

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

	Budget (\$000)			
	2015-16	2016-17	2017-18	2018-19
Advisory and Administrative Services	12,078	12,078	12,078	12,078
Community Services	22,994	24,600	23,962	23,984
Municipal Transfer Payments	59,321	60,805	60,999	61,202
Informatics Planning Services	31,088	33,797	33,797	33,797
Infrastructure	105,488	107,863	109,065	109,065
Petroleum Products *	-	-	-	-
TOTAL	230,969	239,143	239,901	240,126

Advisory and Administrative Services

Advisory and Administrative Services provides information and support to the Minister's office as well as policy and communications support to senior staff. The branch also provides government-wide procurement services and logistics support, human resources management and finance and administration services for headquarters and regional operations.

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.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Directorate		751	751	751	751
Consists of the Deputy Minister's Office and special advisors. Provides senior support to the Minister's office.					
Policy and Procedures		853	853	853	853
Provides policy and legislative support for the senior managers and Minister.					
Consumer Affairs		507	507	507	507
Provides consumer protection services, lottery and business licensing.					
Financial Services		4,257	4,257	4,257	4,257
Provides financial management advisory services, external and internal reporting, accounting and administrative services for the department.					

Department of Community and Government Services

Corporate Services	920	920	920	920
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Provides human resources services for the department

Procurement, Contract Support, and Logistics Services	4,790	4,790	4,790	4,790
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Provides centralized purchasing services for all government departments' goods, services and logistical requirements.

Total, Advisory and Administrative Services	12,078	12,078	12,078	12,078
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Priorities (2015-16)

- Review and consider amendments to existing scholarships and award programs in order to maximize efficiencies.
Status: The department reviewed their existing scholarship and award programs and have updated the supporting policies.
- Based on the findings of the organizational review report, consider enhancements to improve program delivery.
Status: Program delivery has been improved by dedicating new PYs, focused on departmental programming at the community level.

Priorities (2016-17)

- Develop and implement a consumer affairs public education campaign.
- Strengthen departmental internal controls through process improvement and training.
- Implement a financial management transformation program to improve financial reporting and operational support to program areas in the department.
- Optimize the procurement function, through gradual migration of regional infrastructure procurement to a centralized procurement function in the department.

Priorities (2017-18)

- Disseminate consumer affairs public education material.
- Optimize the procurement function, through final migration of regional infrastructure procurement to the centralized procurement function in the department.

Priorities (2018-19)

- Disseminate consumer affairs public education material.

Community Services

The Divisions of Community Development and Community Support are responsible for developing community capacity through partnerships and training programs for elected officials and municipal staff. The divisions assist communities with program and service delivery by providing monitoring and evaluation services. Financial support is provided for specialized community support programs.

Community Planning and Lands is responsible for administering Commissioner's Land in accordance 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.

Sport and Recreation is responsible for the promotion, development and delivery of amateur sport, recreation and physical activity opportunities for Nunavummiut through its head office in Baker Lake and additional staff that are located in Kugluktuk and Iqaluit. Sport and Recreation's clients include territorial sport and recreation organizations, sport clubs, volunteer organizations and municipal corporations. The division also coordinates 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.

The Nunavut Emergency Management division is responsible for the provision of search and rescue operations and emergency preparedness.

Community Infrastructure supports community governments with capital planning and lifecycle management of municipal infrastructure. It works with the Nunavut Community Infrastructure Advisory Committee identify community capital infrastructure plans and priorities and supports communities in developing and maintaining Integrated Community Sustainability Plans. The division is directly responsible for the implementation, management and reporting required under the Gas Tax Fund, the New Building Canada Fund and other Federal Infrastructure Programs.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
ADM Community Services		416	416	416	416
The ADM, Community Services provides strategic direction over community and municipal support services, community infrastructure planning, sports and recreation and emergency services.					
Community Development		3,802	3,802	3,802	3,802
Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.					
Community Support		1,972	1,972	1,972	1,972
The division is responsible for establishing and maintaining cooperative and collaborative partnerships with communities and internal and external stakeholders.					

Municipal Training Grant	170	170	170	170
Facilitates the development and delivery of municipal training initiatives in Nunavut.				
Community Development Fund	1,100	1,100	1,100	1,100
Supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.				
Community Planning and Lands	3,809	4,787	4,079	4,101
Provides community planning, mapping, property assessments and land administration services. Supports 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 in Fire Fighting, Training and Prevention and Land Administration.				
Senior Citizen and Disabled Persons				
Tax Relief	193	248	318	318
Provides tax relief in Iqaluit for senior citizens and disabled persons residing within the municipal tax authority.				
Nunavut Association of Municipalities	190	190	190	190
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.				
Municipal Funding Policy	45,601	45,601	45,601	45,601
Allocates core funding that assists community governments to deliver municipal programs and services.				
Water and Sewage Funding Program	7,393	8,018	8,018	8,018
Provides funding to municipalities to offset the cost of water, the cost of water delivery and sewage removal services to local residents. Ensures that communities provide a reasonable level of water delivery and sewage removal services.				
Grant in Lieu of Taxes	3,301	4,221	4,415	4,618
Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.				

Community Transfer Initiative 513 **452** 452 452
 Funds the transfer of responsibilities, functions and resources from various GN departments to municipalities.

Mobile Equipment Block Funding 2,513 **2,513** 2,513 2,513
 Provides 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.

Sport and Recreation

Administration 3,187 **2,137** 2,137 2,137
 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.

Sport and Recreation

Grants & Contributions 3,934 **3,934** 3,934 3,934
 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.

Nunavut Emergency Management 1,003 **2,626** 2,626 2,626
 Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.

Search and Rescue 800 **800** 800 800
 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) and assists with certain SARO Equipment and communication systems.

Community Infrastructure 1,388 **1,388** 1,388 1,388
 Develops the departmental Five Year Capital Plan and supports the successful operation of the Nunavut Community Infrastructure Advisory Committee.

Total, Community Services **82,315** **85,405** **84,961** **85,186**

Priorities (2015-16)

- Implement a strategic plan for addressing maintenance of community and government assets.
Status: Initial stages have begun to develop a strategic plan to better address infrastructure maintenance within Nunavut. The department will undertake a program review of the facility maintenance program, including its current and future budgetary, FTEs, and maintenance management procedures.

- Develop strategies to address upgrades to core municipal infrastructure (water, wastewater, and solid waste) to ensure compliance with environmental regulations and municipal water licenses.
Status: The department has established a Water Compliance Working Group, tasked with developing a work plan to address the short, medium, and long term goals for solid waste management in Nunavut, to ensure that the conditions of municipal water licenses are met.
- Continue the development of a long-term municipal infrastructure plan for Nunavut.
Status: The Integrated Community Strategic Plans interactive website allows for regular updates by community, reflecting changes in demographics, economic goals and other community-specific realities. The information from the Plans will be used as a starting point for identifying municipal infrastructure priorities for consideration in the GN Capital Planning Process.
- Propose appropriate effluent quality standards for Nunavut to the Canadian Council of Ministers of the Environment.
Status: Environment Canada recognizes that research is ongoing in Nunavut and that this research is critical for developing appropriate wastewater regulations. When the Dalhousie University research project finishes in 2016/17, discussions and negotiations will begin on wastewater regulations in northern Canada. There is no defined timeline for establishing Northern Wastewater Regulations.
- Finalize the development of a strategic plan for addressing maintenance of community and government assets.
Status: A new computerized maintenance management system has been implemented as of April 1 2015, which replaces two antiquated systems. The new system will help better track all infrastructure maintenance costs, as well as life cycle renewal, energy management, and GN asset inventory.
- Plan for the preparation and conduct of a land plebiscite in each municipality and develop administrative plans to prepare for possible yes votes.
Status: The department is currently working with EIA and NTI on the development of a public engagement campaign. Further preparatory work will be completed to ensure referenda are conducted in every community.
- Revise the Sport and Recreation Grant and Contribution Policy to enhance program delivery.
Status: The department anticipates policy revisions to be completed for implementation in 2016-2017.

Priorities (2016-17)

- Continue to implement strategies to address upgrades to core municipal infrastructure (water, wastewater, and solid waste) to ensure compliance with environmental regulations and municipal water licenses.
- Ensure implementation of land plebiscite results in each community.

Priorities (2017-18)

- Continue to implement strategies to address upgrades to core municipal infrastructure (water, wastewater, and solid waste) to ensure compliance with environmental regulations and municipal water licenses.

Priorities (2018-19)

- Develop a Territorial framework on sport, recreation, and physical activity that will define priorities, linkages, objectives and identify responsibilities.

Informatics Planning Services

The Informatics Planning Services is responsible for government-wide information and communications technology.

The division provides Government of Nunavut departments with a centralized and shared source of planning, development, procurement, operations and support for the computer hardware and software application systems needed to collect, process, and retrieve information. IPS accomplishes this through a network of satellite communication systems, computer servers, applications software and user workstations, coordinated through a shared Helpdesk support system.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Telecommunications (Voice and Video)		13,194	13,194	13,194	13,194
Provides the Government of Nunavut with telephone communication services including installation, maintenance, support and administration of telephone, video conferencing services, including Telehealth, Community Services Network, and the Satellite Network that supports the Core Business Network of the GN.					
Information Planning and Services		17,101	19,695	19,695	19,695
Contribution to the development and implementation of key information and communication technology strategies, policies, standards and business processes which directly relate to the delivery of core government functions in support of service delivery goals. Establish an analytical framework for review and approval of all Information and Communications Technology (ICT) and Information Management (IM) plans, project expenditures and service contracts across all government. Performs a critical role in the alignment of business architecture and IT strategy for the support and the maintenance of all departmental application systems that provide services and delivery of programs for the Government of Nunavut.					

Computer Award Program

Grant in Kind	25	25	25	25
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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
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To train beneficiaries, through a two year co-op program, for informatics positions in efforts to improve Inuit representation in the GN Informatics workforce

Records Management	528	643	643	643
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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, Informatics Planning

Services	31,088	33,797	33,797	33,797
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Priorities (2015-16)

- Complete the review of the GN informatics program.
Status: The department has contracted an external firm to conduct a review of the Informatics Technology Program. The report has been finalized and is currently being reviewed internally.
- Develop a strategic telecommunications plan to address emerging technologies.
Status: Phase one of the Government of Nunavut Informatics Technology Strategy has been drafted. The plan is expected to be complete by March 31, 2016.
- Review expansion of the core business network to the non-decentralized communities.
Status: Phase one of this project has been completed. The next steps are to architect the hardware solutions for the communities. Expansion will be completed before year-end.
- Develop a disaster recovery and business continuity strategy.
Status: A disaster recovery site has been identified and renovations have begun to prepare the designated facility.

Priorities (2016-17)

- Implement the strategic telecommunications plan to address emerging technologies.
- Implement the informatics disaster recovery and business continuity strategy.
- Examine funding sources and collaboration models in conjunction with developing strategic partnerships for major investments towards territorial network connectivity upgrades.

Priorities (2017-18)

- Continue implementation of strategic Information and Communications Technology (ICT) & Information Management (IM) infrastructure upgrades and their corresponding innovative solutions and related systems.
- Commence the development of the GN's IT Disaster Recovery (DR) and Business Continuity Plans (BCP).
- Finalize funding agreements, collaboration models and strategic partnerships while commencing the initial design and planning for major investments towards territorial network connectivity upgrades.

Priorities (2018-19)

- Finalize the installation of innovative solutions for ICT & IM infrastructure upgrades across all GN based community facilities.
- Develop the final architecture and related designs pertaining to major investments in territorial network connectivity upgrades and commencement of the initial phases for implementation of the new territorial network connectivity infrastructures upgrades.
- Finalize and test the GN's IT DR and BCP plans in conjunction with Information and Communications Technologies Governance Business Management (IGBM) partners through a mock simulation of a major disaster.

Infrastructure

The Infrastructure Branch includes the three (3) Regional Infrastructure Offices which are responsible for delivery of capital projects in the communities, as well as, facilities management of the existing GN portfolio of assets. Regional Infrastructure Offices are supported by the following HQ Infrastructure Divisions: Capital Projects Division, Technical Services Division, Safety Services and Asset Management Division.

Capital Projects Division plays a key leadership role in establishing infrastructure priorities, initiating projects and leading the planning phase of all major capital projects. Working with Client Departments and Regional Infrastructure Offices from project initiation to project close-out, the primary role of this division is to provide high value solutions to achieve high performance projects delivered on schedule and on budget. The Capital Projects division is also responsible for organizing and delivering training to regional project management staff.

Technical Services Division provides engineering solutions for client departments in relation to both new capital projects and existing assets. The key strategic objectives are to provide technical oversight, including design reviews and inspections, throughout the design and

construction phases. This division also provides technical assessments on existing building and oversees the energy management program.

The Asset Management Division is responsible for the administration of the government's office and warehouse space requirements, as well as, delivery of facilities management services for all GN assets located in Iqaluit. This division provides support to Regional Infrastructure Offices in the delivery of facilities management services of GN assets located in the regional communities.

The Infrastructure branch is also responsible for the new Chief Building Official's Office, the Office of the Fire Marshal and building technical standards/safety inspections. These services include review of building plans and inspection of facilities to ensure they comply with various building codes, fire safety and mechanical/electrical codes. Inspection Services are provided to the public and private sector.

The Fire Marshall's Office 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)	2015-16	2016-17	2017-18	2018-19
ADM Infrastructure		384	384	384	384
The ADM, Infrastructure provides strategic direction over capital projects, technical services, fire protection services, building and boiler inspection services and property and asset management.					
Technical Services		1,805	1,805	1,805	1,805
Supports the capital planning process through the preparation of a project brief that describes cost estimates, scheduling, site selection and life cycle costs. Project Support also provides continuing support to regional project staff through the construction phase until completion.					
Building Maintenance		36,100	36,336	36,465	36,465
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.					
Capital Projects		2,178	2,349	2,349	2,349
Develops the project management process manual, assists in the capital planning process and establishes ongoing training sessions to build greater capacity in the Project Management Unit.					
Regional Office		5,275	5,775	5,775	5,775
Coordinates program and service delivery to communities through regional offices. Provides the regional delivery of projects, manages the process, budget schedule, scope, quality and risk of project implementation. Administers the contracts with architects, engineering consultants and construction contractors.					

Property Services	16,344	16,603	16,603	16,603
Manages GN office space, administers leases and is responsible for disposal of real property assets.				
Utilities Management	38,740	39,264	39,652	39,652
Administration of utilities for government facilities. Promotes conservation of non-renewable resources.				
Fire Marshal's Office	1,263	1,263	1,263	1,263
Provides inspections and enforcement of the applicable fire prevention requirements found in various acts and regulations.				
Fire Protection Strategy	1,795	1,795	1,795	1,795
Provides for implementation of the Nunavut Fire Protection Strategy.				
Inspection Services	1,604	2,289	2,974	2,974
Provides the private and public sectors with electrical, elevator, and boiler services, including plan reviews, on-site inspections, electrical and boiler code consultations and the enforcement of the relevant regulations and acts.				
Total, Infrastructure	105,488	107,863	109,065	109,065

Priorities (2015-16)

- Implement the Post Occupancy Evaluation Program for major capital projects that will capture information on design/construction issues, occupants' satisfaction with space, and lessons learned.
Status: Post Occupancy Evaluations were completed and will serve as the template for future evaluations.
- In partnership with the Department of Finance, work on enhancements to the Capital Planning Process guidelines and develop a Capital Planning Guide for client departments.
Status: The Capital Planning Process Manual is being revised and a client guide will be completed before the end of the fiscal year.
- In consultation with the Office of the Legislative Assembly, examine options for consideration in regards to the expiry of the Lease for the Legislative Assembly Building in 2019/20.
Status: The department continues to examine options in relation to the 2019/2020 expiry of the existing lease.
- Finalize the establishment of regulations for the Nunavut Building Code Act.
Status: The department will continue to work on development of draft regulations for the Nunavut Building Code Act.

- Ensure implementation of any new regulations for the Technical Standards and Safety Act, the Building Code Act, and the Fire Prevention Act.

Status: Amendments are being considered in 2016 for the Technical Standards and Safety Act, the Building Code Act. As such, the establishment of regulations and subsequent implementation of regulations is targeted later in the year, by December 2016.

Priorities (2016-17)

- Support the implementation of departmental emergency plans for evacuation of buildings, for all GN departments.
- Further refine the Government of Nunavut's capital planning process to identify long-term strategic priorities for infrastructure investment.
- Explore alternative and innovative project delivery mechanisms such as design-build, construction management, and partnership arrangements to deliver infrastructure projects on time, on budget and to specification.

Priorities (2017-18)

- Implement an updated hazard risk assessment program in all communities.

Priorities (2018-19)

- Further refine the Government of Nunavut's capital planning process to identify long-term strategic priorities for infrastructure investment.
- Explore alternative and innovative project delivery mechanisms such as design-build, construction management, and partnership arrangements to deliver infrastructure projects on time, on budget, and to specification.

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 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 (2015-16)

- Launch implementation of Point of Sales System software.
Status: The department launched the Electronic Point of Sales test pilot in Rankin Inlet. The software system will provide the department with real time sales and inventory data.

Priorities (2016-17)

- Continue preparatory work to ensure effective implementation of the Point of Sales System software.
- Implement a two-year phased in approach for the new Point of Sales System.

Priorities (2017-18)

- Continue implementation, and training of staff and contractors, on the new Point of Sale Systems.

Priorities (2018-19)

- Review and develop a strategic plan for addressing maintenance of community tank farm assets to better respond to and reduce maintenance issues.
- Initiate development of new information management system.

Financial Summary

Branch	2015 - 2016		2016 - 2017		2017 - 2018		2018 - 2019	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Directorate								
Compensation & Benefits	7,818	65.0	7,818	65.0	7,818	65.0	7,818	65.0
Grants & Contributions	-		-		-		-	
Other O&M	4,260		4,260		4,260		4,260	
Subtotal	12,078		12,078		12,078		12,078	
Community Services								
Compensation & Benefits	10,524	82.0	11,147	87.0	11,147	87.0	11,147	87.0
Grants & Contributions	66,438		67,977		68,241		68,444	
Other O&M	5,353		6,281		5,573		5,595	
Subtotal	82,315		85,405		84,961		85,186	
Informatics Planning Services								
Compensation & Benefits	7,071	57.0	9,690	79.0	9,690	79.0	9,690	79.0
Grants & Contributions	265		265		265		265	
Other O&M	23,752		23,842		23,842		23,842	
Subtotal	31,088		33,797		33,797		33,797	
Infrastructure								
Compensation & Benefits	17,610	141.0	18,671	150.0	19,220	154.0	19,220	154.0
Grants & Contributions	1,795		1,795		1,795		1,795	
Other O&M	86,083		87,397		88,050		88,050	
Subtotal	105,488		107,863		109,065		109,065	
Petroleum Products Division								
Compensation & Benefits	-	30.0	-	30.0	-	30.0	-	30.0
Grants & Contributions	-		-		-		-	
Other O&M	-		-		-		-	
Subtotal	-		-		-		-	
Total	230,969	375.0	239,143	411.0	239,901	415.0	240,126	415.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity	%	Capacity	%
Total Department Positions	388		411	
Total Filled Positions	264	68%	306	74%
Total Vacancies	124	32%	105	26%
Total Beneficiaries	109	41%	148	48%
Total Executive Positions	4		4	
Total Filled Executive Positions	4	100%	4	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	19		19	
Total Filled Senior-Management Positions	16	84%	17	89%
Total Vacant Senior-Management Positions	3	16%	2	11%
Total Beneficiaries in Senior-Management Positions	3	19%	3	18%
Total Middle-Management Positions	58		59	
Total Filled Middle-Management Positions	41	71%	46	78%
Total Vacant Middle-Management Positions	17	29%	13	22%
Total Beneficiaries in Middle-Management Positions	11	27%	9	20%
Total Professional Positions	96		109	
Total Filled Professional Positions	63	66%	74	68%
Total Vacant Professional Positions	33	34%	35	32%
Total Beneficiaries in Professional Positions	12	19%	21	28%
Total Paraprofessional Positions	160		167	
Total Filled Paraprofessional Positions	98	61%	119	71%
Total Vacant Paraprofessional Positions	62	39%	48	29%
Total Beneficiaries in Paraprofessional Positions	49	50%	78	66%
Total Administrative Positions	51		53	
Total Filled Administrative Positions	42	82%	46	87%
Total Vacant Administrative Positions	9	18%	7	13%
Total Beneficiaries in Administrative Positions	34	81%	37	80%

Capacity

The recent organization restructuring undertaken by the Department of Community and Government Services is in direct response to the need to address the issue of human resource capacity within the department.

In a department such as CGS, with so many varied areas of technical expertise, it is essential that the organization has a sufficient number of qualified people in the right place at the right time to

achieve its objectives. A lack of capacity has a direct impact on an organization's ability to deliver programs and services and perform certain tasks. This would be to the detriment of CGS's client departments and the public throughout Nunavut communities.

Inuit Employment Plans

Priorities 2015-18

Another important part of the equation in addressing human resource capacity is through the department's Inuit Employment Plan.

The Inuit Employment Plan initiative is a priority of the Department of Community and Government Services (CGS). CGS is committed to ensuring Inuit employees receive the training required to meet departmental and employee standards and objectives.

- CGS' Management Development Program seeks to develop internship opportunities for Inuit employees through support and funding from the human resources division of the Department of Finance.
Status: Six interns in regional offices and one apprentice have graduated from the Management Development Program to date. CGS also participated in career trade shows through the Regional Chambers of Commerce travelling throughout Nunavut communities, college classes and high schools to promote career opportunities within the department.
- This year, CGS had hired 72 casual staff, of which 47 or 65% were NLCA beneficiaries and 20 Relief Workers and 17 or 85% are NCLA Beneficiaries.
Status: The department trained casual employees so that they may gain the professional skills and experience required for indeterminate positions.

Pre-employment initiatives:

- CGS is taking direct action to assist in addressing the need for more beneficiaries in technical and professional positions. A two-year Co-op program was created and funded through Nunavut Arctic College to train NCLA Beneficiaries for informatics positions. This program has been extended for another two-year cycle, which will end in 2015. The department launched the Technical Professional Studies Scholarships to address priority capacity areas for which there is an ongoing need for accredited staff.
Status: The two-year Co-op program has been extended for another two-year cycle, which will end in 2015.

The annual Technical Professional Studies Scholarship is provided to high-achieving students studying in the fields of engineering, informatics, community planning, and business studies as well as college programs for firefighting training and prevention and land administration. In September 2014, the Training Committee awarded scholarships to 18 recipients (15 were NLCA Beneficiaries) attending post-secondary institutions. For the past nine years, the Computer Award Program (supports high school student academic success in

math and science) has awarded computers to students with an interest in science and technology.

Division specific training initiatives:

- The Finance Division of CGS has identified two training positions: a new Intern Procurement Officer and an Intern Administrative Officer.

***Status:** The finance division held a conference in Rankin Inlet on March 11-14, 2014 and have two professional workshops planned for the upcoming year from professional procurement organizations such as the Canadian Supply Chain Management Association to provide training on procurement processes as well as providing mentoring and ongoing on-the-job support initiatives from GN Procurement staff.*

- CGS is undertaking increased data collection and analysis to identify areas of under representation in each occupational category. Sixty eight percent (68%) of our administrative staff are NCLA beneficiaries.

***Status:** CGS training and development staff are working with supervisors to encourage the documentation, monitoring and reviews of employee work objectives and goals. All employees will have identified their learning needs and divisions will assist in providing mentorship and on-the-job training initiatives to improve skills by identifying tasks and activities that improve performance. The result will be that the department will have met its obligation under Article 23 of the Nunavut Land Claim Agreement, while at the same time, supervisors and managers will have met their duties and responsibilities in developing their staff. By March 2015, support services will have improved operational efficiency in HR administration, staffing and recruitment.*

- CGS Corporate and Support Services is working on an initiative that will track progress made in training and development activities.

***Status:** Progress will be identified to ensure that opportunities for Inuit employees will be fully realized by April 1, 2017*

Priorities 2016-17

The Department of Community and Government Services is committed to increasing Inuit employment up to 50% by March 31, 2017. Overall, the department will have 31 new positions for a total of 399.

The following departmental initiatives will support CGS's implementation of our Inuit employment plan for 2016-17:

- 34 (56% beneficiaries) Trades/Project CGS Workers will be certified in Confined Space/Fall Arrest
- Complete Sivuliqtiksat Internship for Records Analyst by end of January 2016.

Department of Community and Government Services

- Hire Settlement Maintenance Supervisors and Settlement Maintainers using Priority Hiring Policy for nine positions.
- Continue to use salaried position to be CGS internal Trainee/Intern such as Land Administrators/Land Inspectors/Training Development Officers.

**Department of
Economic Development
and Transportation**

**Business
Plan**

2016-2019

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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 departments and public 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)			
	2015-16	2016-17	2017-18	2018-19
Corporate Management	11,926	12,026	12,026	12,026
Community Operations	17,100	16,808	16,808	16,808
Tourism and Cultural Industries	7,592	7,884	6,984	6,984
Minerals and Petroleum Resources	2,967	2,967	2,967	2,967
Transportation Policy and Planning	2,565	2,445	2,445	2,445
Motor Vehicles	2,124	2,124	2,124	2,124
Nunavut Airports	14,997	15,704	15,704	15,704
Iqaluit International Airport	8,830	9,079	10,634	10,634
TOTAL	68,101	69,037	69,692	69,692

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 *Sivumut Abluqta: Stepping Forward Together 2014-2018*, 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.

Corporate Management also includes the Energy Secretariat, the NNI Secretariat, the Sustainable Development section and the Business Development section. It also administers funding agreements with the Nunavut Development Corporation and Nunavut Business Credit Corporation.

Objectives

- To advise government on economic development and transportation issues that affect Nunavut, and on the attainment of the Government of Nunavut's *Sivumut Abluqta* 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 and agencies 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.
- To ensure implementation of the *NNI Policy* across the Government of Nunavut, and support the operations of the bodies created by the *NNI Policy*.
- To coordinate GN participation in resource development, planning activities and initiatives to improve the regulatory system for land management.
- In cooperation with other departments, to oversee the work of the GN membership of the Nunavut General Monitoring Steering Committee with INAC, NPC and NTL.
- Working with other departments, to coordinate energy and climate change mitigation policy and activities across GN departments, territorial corporations and agencies as well as in Federal/Provincial/Territorial forums.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
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Directorate		1,700	1,583	1,583	1,583
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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 *Sivumut Abluqta: Stepping Forward Together*, Inuit societal values and other Government of Nunavut strategies.

Finance & Administration		2,461	2,461	2,461	2,461
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The Finance and Administration division oversees financial planning, training and development, administrative management, financial management and human resource management for the department.

Policy, Planning & Communications

1,016 **1,016** 1,016 1,016

Policy, Planning, and Communications division undertakes policy development; and provides planning, support, advice, and effective internal and external communications for the department.

Nunavummi Nangminiaqtunik Ikajuuti

(NNI) Secretariat

684 **684** 684 684

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. In addition it supports and enables implementation of Article 24 of the Nunavut Land Claims.

Energy Secretariat

697 **697** 697 697

The Energy Secretariat is responsible for the implementation of the Energy Strategy to address the territory's dependency on imported oil for heat, power and transportation. The Energy Secretariat will monitor energy related issues and develop options and recommendations on territorial energy policy and coordinate GN action on Cabinet-level energy decisions.

Business Development

477 **477** 477 477

The Business Development section coordinates the department's support for business start-up and expansion in the territory, and works with other divisions and partner organizations to ensure that entrepreneurs and businesses have access to advisory and information services and financial support.

Sustainable Development

308 **425** 425 425

The Sustainable Development section is responsible for coordinating the GN's participation in processes mandated by the *Nunavut Land Claims Agreement* for environmental assessment, land use planning and general monitoring. The section provides for an effective liaison between the Institutions of Public Governments, Inuit Organizations, GN and federal departments and stakeholders in resource development planning and regulatory activities.

Nunavut Economic

Developers Association

225 **225** 225 225

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.

Community Economic Development

Officer Training

50 **50** 50 50

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.

Nunavut Economic Forum 50 50 50 50

Funding for the Nunavut Economic Forum is cost shared with Nunavut Tunngavik Inc. and the Canadian Northern Economic Development Agency, to support coordination of the implementation and renewal of the *Nunavut Economic Development Strategy*.

Nunavut Broadband

Development Corporation 300 300 300 300

The Nunavut Broadband Development Corporation receives core funding to operate as an independent advocate and key resource organization for Arctic Information and Communication Technology (ICT) innovation, policy research and development.

Nunavut Development Corporation 3,358 3,358 3,358 3,358

The Nunavut Development Corporation is a territorial corporation mandated to create employment and income opportunities and stimulate the growth of business. The Corporation manages a Venture Investment Fund that places equity investments in Nunavut businesses in core economic sectors such as fisheries and tourism. The Corporation also owns eight subsidiary companies in Nunavut's arts and crafts, commercial fishing and food processing sectors. NDC also provides an Inuit art marketing service supporting the promotion of Inuit art both domestically and abroad.

Nunavut Business Credit Corporation

600 700 700 700

The Nunavut Business Credit Corporation is a territorial corporation that supports and promotes economic growth, development and employment in Nunavut through investment in Nunavut businesses. The 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.

Total, Corporate Management 11,926 12,026 12,026 12,026

Priorities (2015-16)

- Initiate activities to further support community economic development initiatives that build on and add value to identified areas of potential, including arts and tourism, to create local employment opportunities in Nunavut.

Status: The department has reviewed and updated current contribution policies for Community Tourism and Cultural Industries Program and Community Transportation Initiatives Program.

- Initiate activities to further promote economic growth through responsible development across all sectors and continue to promote a regulatory regime that will attract responsible resource developers.
Status: The department has worked with GN departments, the federal government and Inuit organizations to better promote the GN's coordinated approach to Nunavut's regulatory regime. The department has encouraged participation from GN departments in the impact review processes led by the Nunavut Impact Review Board, while building partnerships with land claim organizations, the federal government, co-management boards, and communities.
- Begin implementation of new NNI Policy and help facilitate the changes to procurement procedures required by revised policy.
Status: A final draft of the NNI Policy has been completed and is being reviewed. An implementation strategy will be developed in conjunction with key stakeholders.
- Monitor the private partner's compliance with the Inuit Engagement provisions of the Iqaluit International Airport Improvement Project Agreement by ensuring that reports are submitted and that minimum requirements have been met.
Status: In compliance with Schedule 24 of the Iqaluit International Airport Improvement Project Agreement, the primary contractor has submitted the Inuit Status and Inuit Monthly Monitoring reports as required. In addition, an onsite visual inspection has been conducted which generally confirmed the data in the reports. A full compliance audit is conducted annually as the contract requirements are based on achieving annual Inuit labour and Inuit content objectives. The next audit is due in April of 2016.
- Work with communities and other stakeholders to assess potential for alternative energy systems in Nunavut.
Status: The department is working with the Nunavut Housing Corporation to determine the feasibility of solar hot water systems on new and existing multiplex units.
- Participate in Hudson Bay Regional Round Table to continue analyzing and assessing energy options and development opportunities for the Kivalliq region.
Status: A Scoping Study has been completed and next steps are being considered. The department will undertake a more detailed feasibility studies and initiate environmental reviews as part of the process.
- Building on the results of the 2015 Oil & Gas Summit, provide leadership to develop stakeholder consensus on a proposed Strategic Environmental Assessment to address petroleum exploration and development.
Status: The Oil & Gas Summit report has been tabled in the Legislature. The department will establish a working group to monitor oil & gas issues and provide support to stakeholders.

Priorities (2016-17)

- Monitor established activities to support community economic development initiatives that build on and add value to identified areas of potential, including arts and tourism, to support local employment opportunities in Nunavut.
- Coordinate activities to promote economic growth through responsible development across all sectors and continue to promote a regulatory regime that will attract responsible resource developers.
- Work with partners and stakeholders to carry out a Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.
- Collaborate with the Nunavut Housing Corporation, local community governments, and construction industry to establish new standards and programs to develop more energy efficient housing and buildings in Nunavut.
- Support the Qulliq Energy Corporation and private industry in developing alternative energy options for Nunavut.
- Coordinate and monitor the Nunavut-wide implementation of the new NNI Policy.
- Develop a plain language guide to support the new NNI Policy.
- Working through the Nunavut Economic Forum, the department will coordinate the development of a comprehensive implementation plan to successfully follow through on the Nunavut Economic Development Strategy II.
- Host the Northern Development Ministers Forum in September 2016.

Priorities (2017-18)

- Study the GN's strategic approach for reviewing Nunavut's ongoing development projects to ensure impacts and benefits are balanced.
- Continue to increase opportunity to strategically promote GN priorities through the environmental assessment process, by engaging early and ongoing communications with proponents, Inuit Organizations, and communities.
- Review the GN's Environmental Assessment responsibilities.
- Prepare for and host the 2018 Energy Mines and Ministers' Conference.
- Continue working with partners and stakeholders on the Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.

- Initiate a multi-year public awareness campaign to ensure vendors understand the new NNI Policy, and receive training in applying the policy in bid and proposal submissions to GN contracting opportunities.
- Participate in Memorandum of Understanding implementation activities with Greenland, Newfoundland and Labrador, and Manitoba.

Priorities (2018-19)

- Prepare for and host the 2018 Energy Mines and Ministers' Conference.
- Continue working with partners and stakeholders on the Strategic Environmental Assessment to address petroleum exploration and development in Baffin Bay and Davis Strait.
- Initiate a review of the government's existing energy strategy and begin consultations and work towards renewing *Ikummatiit*.
- Continue working with partners such as Qulliq Energy Corporation and Nunavut Housing Corporation to implement renewable energy options and energy efficient solutions.

Community Operations

Community Operations divisions ensure that departmental programs are delivered and administered to meet the specific economic development needs of each region and their communities. Community Operations also oversee business development services and regional transportation activities. Offices for Community Operations are located in the three regions of Qikiqtaaluk, Kivalliq, and Kitikmeot.

Objectives

- To serve as the department's eyes and ears in the regions and communities, ensuring that local and regional economic development needs 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)	2015-16	2016-17	2017-18	2018-19
Community Operations		4,326	4,326	4,326	4,326
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.					
Strategic Investments Program		3,900	3,900	3,900	3,900
The Strategic Investments Program supports the implementation of the economic development priorities identified in <i>Sivumut Abluqta: Stepping Forward Together</i> , and the <i>Nunavut Economic Development Strategy</i> . The program contributes to business expansion and supports economic development projects sponsored by municipalities and non-governmental organizations.					
Small Business Support Program		823	823	823	823
The Small Business Support Program provides contributions to community-based businesses and organizations to develop business opportunities, foster entrepreneurial skills and provide business aftercare services.					
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.					
Business Development Centres		1,050	1,050	1,050	1,050
Business Development Centres (or community futures organizations) in each region support the development and growth of small and medium businesses through 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		4,454	4,454	4,454	4,454
The Community Capacity Building program provides a contribution to every Nunavut municipality to allow each to employ a qualified economic development officer. The program also supports community economic development projects and the creation and implementation of community economic development plans.					
Visitor Centres Program		89	89	89	89
This program is designed to work in partnership with municipal governments and partner organizations to support the operations of established community and regional visitor centres.					
Arts Development Program		395	395	395	395
The Arts 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.					

Country Food Distribution	1,868	1,576	1,576	1,576
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Previously administered by Corporate Management branch, this program supports innovation in food storage technology, the construction of facilities for storage and distribution of traditional food, community markets, training, upgrades to existing food storage facilities to permit basic food processing, and the distribution of country food within the community by place-based organizations.

Total, Community Operations	17,100	16,808	16,808	16,808
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Priorities (2015-16)

- Assist in the implementation of renewed economic development contribution program policies and guidelines.

Status: The Community Operations Divisions have gathered stakeholder input and contributed to the review of contribution policies. Once reviews are complete, the department will update contribution program policies and guidelines.

- Provide communication and delivery of the new Nunavut Economic Development Strategy.

Status: The Nunavut Economic Development Strategy group met in December 2015 and participated in the development of a Nunavut Economic Development Strategy II for Nunavut. It is anticipated that the Nunavut Economic Development Strategy II will be finalized by January 2016.

- Initiate activities to further promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.

Status: Community Operations, in conjunction with the Department of Family Services, consulted with all Nunavut communities on harvesting related and community development to ensure that programs enhance access to nutritious food.

The department plans to assist clients and communities in accessing the Country Food Distribution Policy by providing information on processing applications.

Priorities (2016-17)

- Update and coordinate the implementation of renewed economic development contribution program policies and guidelines.

- Review community economic development plans to ensure they reflect objectives contained in the new Nunavut Economic Development Strategy.

Priorities (2017-18)

- Monitor activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.

Priorities (2018-19)

- Continue to monitor activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.

Tourism and Cultural Industries

The Tourism and Cultural Industries division works with Nunavummiut to develop strong and sustainable tourism and cultural sectors throughout Nunavut. The division provides a funding program, (CTCI), information and advice to businesses in their sector. The Tourism and Cultural Industries division also supports community organizations, non-governmental organizations and sector associations in order to make the industry grow and create sustainable economic development within the communities in the Tourism and Cultural Industries sector.

The division also manages the implementation of the Tourism Development strategy as well as developing and implementing the new Cultural Strategy.

Objectives

- To guide tourism development through continued collaboration between government and stakeholders.
- To develop and coordinate initiatives and programs to support Nunavut's cultural industries.
- To provide quality advice and support concerning tourism and cultural industries.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
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Division Operations		1,456	1,748	1,748	1,748
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The Tourism and Cultural Industries division employs staff dedicated to the tourism sector and cultural industries, works with non-governmental organizations and sector associations, and manages the development, implementation and review of the Government of Nunavut's arts & crafts and tourism development strategies.

Nunavut Arts and Crafts Association	400		400	400	400
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The Nunavut Arts and Crafts Association provides support for training, marketing, promotion, product development, materials and tool supply, and serves as the principal support and information source for the arts and crafts sector.

Nunavut Film, Television, and

New Media Program		1,101	1,101	1,101	1,101
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The Nunavut Film, Television and New Media program supports the growth and development of Nunavut's film, television and new media industry. Funding allows for the operation of a film office to promote Nunavut as a destination for film production and to develop opportunities for Nunavummiut to work in film, television and new media, and for the provision of financial support for film, television and new media productions.

Nunavut Tourism	3,085	3,085	2,585	2,585
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This program supports the development of the tourism industry in Nunavut through support for Nunavut's tourism industry association, marketing, research, training and product development.

Community Tourism & Cultural

Industries Program	1,550	1,550	1,150	1,150
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The program strengthens community infrastructure and readiness for tourism and enhances economic development in the creative sectors such as music, digital media, writing and performing arts.

Total, Tourism and Cultural Industries	7,592	7,884	6,984	6,984
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Priorities (2015-16)

- Monitor activities to better support the development of current and future Nunavut artists in all media to produce high quality work and to market their work across Canada and around the world.
Status: In addition to monitoring activities, the department is evaluating the Arts Development Program and the new Community Tourism and Cultural Industries Program to assess their impact on artists. Once the assessment is complete, the department will plan new activities to support current and future artists. In addition, the department will continue to work closely with the Nunavut Arts and Crafts Association on projects that support marketing artists across Canada and the world.
- Develop a new Cultural Industries Strategy to replace the arts and crafts strategy, *Sanaugait*; the new strategy will encompass all art forms, and will reflect the *Sivumut Abluqta* mandate.
Status: Consultation with industry stakeholders are scheduled for the current fiscal year in preparation for the development of a new strategy in the next fiscal year.
- Develop and introduce delivery of activities to encourage and better support delivery of community economic development initiatives that build on and add value to the arts and tourism to create local employment opportunities in Nunavut.
Status: The department is working on developing initiatives designed to build capacity within the Nunavut arts and tourism sectors. The new initiatives will be contained in the upcoming Cultural Industries Strategy.
- Complete renewal of *Travel and Tourism Act* and regulations.
Status: The department completed public consultations in 7 communities in September and October 2015. In addition, on-line surveys were conducted, and conference calls and Webinars were held to receive input from other Nunavummiut. Proposed legislative updates will be advanced through the legislative process.
- Initiate an economic impact study on tourism to determine the impact of tourism activities on the Nunavut economy and the impact of external economic factors on tourism in Nunavut.

Status: *The department has begun work to develop the scope for the study. Current work is focused on how to collect and analyze tourism data to provide a more comprehensive view of development in the industry. The study will be initiated in the next fiscal year.*

Priorities (2016-17)

- Continue to develop a new Cultural Industries Strategy to replace the arts and crafts strategy, *Sanaugait*; the new strategy will encompass all art forms, and will reflect the *Sivumut Abluqta* mandate.
- Establish new economic development initiatives that build on and add value to the arts and tourism, to create local employment opportunities in Nunavut.
- Once assent has been given, begin a multi-year phased-in implementation process for the revised *Travel and Tourism Act* and regulations, including the delivery of a territory-wide public awareness campaign.
- Prepare to host the 2016 Canadian Council of Tourism Ministers meeting.
- Initiate an economic impact study on tourism to determine the impact of tourism activities on the Nunavut economy and the impact of external economic factors on tourism in Nunavut.
- Develop and implement a marine tourism management plan for Nunavut.
- Assist the Nunavut Tourism Association with delivery of the Canadian Tourism Human Resources Council National Occupational Standards and address training needs of community stakeholders to strengthen tourism industry readiness and capacity.

Priorities (2017-18)

- Continue to develop a new Cultural Industries Strategy to replace the arts and crafts strategy, *Sanaugait*; the new strategy will encompass all art forms, and will reflect the *Sivumut Abluqta* mandate.
- Undertake targeted initiatives to market and leverage all art sectors including music, film, video performance, as well as the visual arts, across Canada and internationally.
- Monitor the delivery of new economic development initiatives that build on and add value to the arts and tourism, to create local employment opportunities in Nunavut.
- Continue multi-year phased-in implementation process for the revised *Travel and Tourism Act* and regulations, including an awareness campaign.
- Develop a new Tourism Strategy for Nunavut.

Priorities (2018-19)

- Complete the new Strategy for Tourism for Nunavut.
- Once completed, begin implementation of the new Cultural Industry Strategy.

Minerals and Petroleum Resources

Minerals and Petroleum Resources division is responsible for encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This support includes the development of 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. The division also promotes Nunavut as a sound place to invest.

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 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 allow for petroleum development.
- To support the environmental assessment of proposed mineral development projects and the socio-economic monitoring of approved projects.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Division Operations		1,798	1,798	1,798	1,798

The Minerals and Petroleum Resources division oversees program delivery, and the implementation of the *Nunavut Mineral Exploration and Mining Strategy*. 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. The division also participates as an intervener in the environmental assessment of resource development projects.

Nunavut Prospector's Program 150 **150** 150 150

Established under the Nunavut Prospector's Program policy, this program provides contributions to Nunavut residents holding a valid prospecting licence who require financial assistance to carry out prospecting activities.

Socio-Economic

Monitoring Committees 249 **249** 249 249

Created with respect to Article 12, Part 7 of the Nunavut Land Claim Agreement, there is a Socio-Economic Monitoring Committee (SEMC) for each region in Nunavut. The SEMC's primary objectives are to assist proponents in developing project specific monitoring programs and to bring that information into a regional context through annual general meetings for discussion. Members of the SEMC's typically include territorial and federal governments, Regional Inuit Associations, hamlet representatives, proponents, and other relevant stakeholders.

Science Education Enabling Program 70 **70** 70 70

This program contains two streams, which encourage students to pursue interests and careers in math, science and technology: the Math and Science Awards Fund and the Independent Science Programs for Youth (I-SPY) Fund.

Nunavut Geoscience Program 450 **450** 450 450

This program involves a partnership between the Geological Survey of Canada, Aboriginal Affairs and Northern Development Canada, Nunavut Tunngavik Inc. and the Government of Nunavut. The program focuses on the development of information infrastructure intended to attract investment by the mining industry, increasing understanding of the geology of Nunavut, geographic information systems services and training, and building local geoscience expertise.

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.

Total, Minerals and Petroleum Resources **2,967** **2,967** **2,967** **2,967**

Priorities (2015-16)

- Complete the update of the Nunavut Prospectors Program guide and application.
Status: The Nunavut Prospectors Program guide and applications have been updated.
- Carry out an advanced prospector's field school for longer-term subscribers to the Nunavut Prospector's Program, possibly in conjunction with industry.
Status: This project will be carried over to the next fiscal year as a result of challenges created by falling commodity prices.

- Support formal negotiations on a devolution agreement with Canada.
Status: The division continues to work with Executive and Intergovernmental Affairs on this initiative.
- Promote a regulatory regime that will attract responsible resource developers, including by developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes and on oil and gas development.
Status: The Nunavut Mining Symposium Society hosted an “Oil and Gas Summit” in January 2015 in Iqaluit. All relevant stakeholders, including Government of Nunavut and federal departments and agencies, took part in the summit. The focus of the Summit was to provide “a consensual path forward” for all with an interest in Nunavut’s petroleum industry and possible future exploration and development.
- Support data collection and coordinate GN departments that contribute to the Regional Socio-Economic Monitoring Committees. Identify possible monitoring initiatives and/or funding opportunities for monitoring initiatives.
Status: The department continues to work closely with other GN departments that take part in Socio-Economic Monitoring Committees. The environmental assessment group continues to collaborate with departments on GN responses to major development project proposals.

Priorities (2016-17)

- Review the updated Nunavut Prospectors Program guide and application.
- Continue to support formal negotiations on a devolution agreement with Canada.
- Promote a regulatory regime that will attract responsible resource developers, including by developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes and on oil and gas development.
- Support data collection and coordinate GN department’s contributions to the Regional Socio-Economic Monitoring Committees. Identify possible monitoring initiatives and/or funding opportunities for monitoring initiatives.
- Carry out an advanced prospector’s field school for longer-term subscribers to the Nunavut Prospector’s Program, possibly in conjunction with industry.

Priorities (2017-18)

- Carry out an advanced prospector’s field school for longer-term subscribers to the Nunavut Prospector’s Program, possibly in conjunction with industry.
- Support formal negotiations on a devolution agreement with Canada.
- Promote an investment climate and regulatory regime that will attract responsible resource developers, including by developing guidelines to clarify expectations during socio-economic

impact assessments, developing positions on transportation routes and on oil and gas development.

- Develop a ‘Socio-Economic Impact Assessment Guide’ to assist the GN’s Environmental Assessment Review Team in assessing the potential impacts and benefits of major resource developments on the Territory.
- Develop a ‘Community Engagement Guide for Major Resource Developments’ to assist the GN’s Environmental Assessment Review Team in conducting more effective and consistent outreach with communities during Nunavut’s environmental assessment review process.
- Investigate new program options to support Nunavut’s mineral exploration and mining industry.
- Support data collection and coordinate GN department’s contributions to the Regional Socio-Economic Monitoring Committees. Identify possible monitoring initiatives and/or funding opportunities for monitoring initiatives, and provide support through the regional Socio-Economic Monitoring Committees.

Priorities (2018-19)

- Review promising projects belonging to individual local prospectors for potential advancement. This could include property visits with the prospectors, in conjunction with industry.
- Work towards solidifying a more formal and collaborative arrangement for the geoscientists of the GN to work more closely with the federal government geoscientists.
- Promote a regulatory regime that will attract responsible resource developers, including developing guidelines to clarify expectations during socio-economic impact assessments, developing positions on transportation routes, and developing positions on oil and gas development.

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 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 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)	2015-16	2016-17	2017-18	2018-19
Transportation Policy and Planning		1,065	945	945	945
This program area develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure.					
Community Transportation Initiatives		1,500	1,500	1,500	1,500
The Community Transportation Initiatives 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		2,565	2,445	2,445	2,445

Priorities (2015-16)

- Complete remaining construction of Rankin Inlet and Cambridge Bay airport projects.
Status: The Rankin Inlet airport is substantially complete. Construction on the Cambridge Bay airport project began in spring 2015 on the graded runway ends and the expansion of the apron. The project should be substantially complete by the end of 2016.
- Continue to actively lobby the Government of Canada on remaining harbours identified in the 2006 Small Craft Harbours report: Repulse Bay, Chesterfield Inlet, Kugaaruk, Qikiqtarjuaq, Clyde River and Pond Inlet.
Status: Plans to develop a marine facility in Pond Inlet were announced by the Federal Government in June 2015. A business case has been completed for the Qikiqtarjuaq facility. The department will continue to lobby the new federal government on the remaining harbours.
- Complete planning work for installation of bridges in Gjoa Haven and Cambridge Bay.
Status: The installation of the bridge in Gjoa Haven started in the summer of 2015 and will be completed in the summer of 2016. An engineering study was completed for the Cambridge Bay bridge in 2015. Funding options for this project are being reviewed.

- Work with communities and port proponents to develop plans for marine infrastructure in communities where port infrastructure has the potential to achieve financial sustainability and multi-modal linkages.
Status: A business case was prepared and submitted to Infrastructure Canada for a marine facility in Iqaluit and Pond inlet. Plans to develop a marine facility in Pond inlet and Iqaluit were announced by the Federal Government in June and July 2015 respectively.
- Conduct planning work for remediation and removal of decommissioned airport buildings in Qikiqtarjuaq, Coral Harbour, Nanisivik, Sanikiluaq and Resolute Bay.
Status: A cost estimate has been determined for the work required at Sanikiluaq. Cost estimates have not been established for Qikiqtarjuaq, Coral Harbour, Nanisivik, or Resolute Bay. This priority will carry over to 2016-2017.
- Conclude negotiations with Department of National Defence on maintenance of the Nanisivik Road.
Status: A road condition study, complete with a design for road upgrades, was undertaken this past summer. A contribution agreement based on the substantive cost estimate provided in the report will be negotiated between the Department of National Defence and the GN.
- Prioritize airport capital projects using recommendations of 20-year capital needs assessment completed in 2014-15.
Status: The 20-year capital needs assessment was used to prioritize projects presented for consideration in the last Government of Nunavut Capital Plan.

Priorities (2016-17)

- Complete planning work for remediation and removal of decommissioned airport buildings in Qikiqtarjuaq, Coral Harbour, Nanisivik, Sanikiluaq and Resolute Bay.
- Complete the agreement between the Department of Defense and the GN for improvements to the road between Arctic Bay and Nanisivik.
- Begin upgrading work on the Taloyoak air terminal building.
- Begin construction of the new Kivalliq Regional Visitors Center, as per Capital Plan.
- Conduct studies which will determine the improvements required in order to initiate the re-design of the instrument approach procedures at several Nunavut airports.
- Evaluate the effectiveness of the new Community Transportation Initiatives program.
- Review the capacity of the Transportation Policy & Planning division to determine the optimal staffing required, ensuring that proper oversight is given to the department's operations in Gjoa Haven and Rankin Inlet.

Priorities (2017-18)

- Monitor and evaluate the progress of the Taloyoak air terminal building construction phase.
- Monitor and evaluate the progress of the Kivalliq Regional Visitors Center construction phase.
- Observe and evaluate progress on Department of National Defence funded improvements to the Arctic Bay to Nanisivik road.
- Identify funding opportunities available through the New Building Canada Fund and the Airport Capital Assistance Program.

Priorities (2018-19)

- Conduct a review of the Community Transportation Initiatives Program.
- Implement any outstanding remediation plans required for the disposal of old airport facilities.

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 to ensure that Motor Vehicles services 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 licences, vehicle registration, and 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 Licences as defined in the Canadian Drivers Licence Agreement.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Motor Vehicles		2,124	2,124	2,124	2,124

Ensure 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	2,124	2,124	2,124	2,124
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Priorities (2015-16)

- Initiate second phase of enforcing the School Bus regulations.
Status: The department has re-certified additional Motor Vehicle Officers; however, time constraints in completing the transition stage have resulted in a delay in starting Phase II and it will be carried over into next year.
- Complete the Motor Vehicles Information System project.
Status: A vendor has been identified and additional funding has been requested to enable completion of the Motor Vehicle Information System project.
- Introduce renewed *Motor Vehicles Act* and related regulations.
Status: The department has completed the pre-consultation and policy work for this initiative. The department will proceed through the legislative process to update the Motor Vehicles Act.
- Complete needs analysis for a Periodic Motor Vehicle Inspection (PMVI) regulation and subject to outcome of needs analysis, update the Periodic Motor Vehicle Inspection regulations.
Status: The department has initiated the needs analysis. The full report will be complete early in the next fiscal year.

Priorities (2016-17)

- Complete the needs analysis for a Periodic Motor Vehicle Inspection (PMVI) regulation and subject to outcome of needs analysis, update the Periodic Motor Vehicle Inspection regulations.
- Complete the motor Vehicles Information System project.
- Initiate Commercial Vehicle Safety Alliance inspections for smaller communities in Nunavut.
- Initiate the second phase of enforcing School Bus Regulations in Nunavut.
- Complete proposed legislative revisions to the *Motor Vehicles Act* and update its associated regulations.

Priorities (2017-18)

- Begin implementation of provisions contained in the renewed *Motor Vehicles Act*.
- Initiate online motor vehicle licence renewal and vehicle registrations processes.
- Develop a Nunavut road and trail safety plan.

Priorities (2018-19)

- Complete implementation of the updated Motor Vehicles System throughout Nunavut.

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 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 community airports, 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.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Nunavut Airports		14,967	15,674	15,674	15,674
This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.					
Northern Aviation Scholarships		30	30	30	30
Administered in cooperation with the Government of the Northwest Territories, this program provides scholarships to students from Nunavut who are pursuing full-time studies leading to a northern aviation career.					
Total, Nunavut Airports		14,997	15,704	15,704	15,704

Priorities (2015-16)

- Develop and deliver training on duties mandated by Transport Canada regulations to all airport maintainers.
Status: Nunavut Airports has completed a 5-day training session with 11 maintainers from the Kivalliq and Qikiqtaaluk regions.
- Complete the identification of community airports which would benefit from the installation of GPS systems.
Status: This project is still in progress and will be carried over into the next fiscal year.

- Work with NAV Canada to complete transition of Community Aerodrome Radio Stations from the department to new contractors.
Status: NAV Canada and Nunavut Airports continue to work closely together. Transition is complete and all sites are being operated by the new contractor, ATS Services Limited.
- Implement findings of comprehensive review of operational needs of Nunavut Airports division.
Status: Implementation is in progress and will be carried over into the next fiscal year for completion.

Priorities (2016-17)

- Continue to deliver training on duties mandated by Transport Canada regulations to all airport maintainers.
- Complete the identification of community airports which would benefit from the installation of GPS systems, and continue to work with Nav Canada and private consultants to implement changes to those airports which require immediate change.
- Undertake scheduled Safety Management System Quality Assurance Audits of Nunavut airports.
- Study the expansion of the Nunavut Airports Division, Commercial Development section, in order to achieve a more successful business model, and enable the department to benefit from the resources that commercial leases and fees could provide.

Priorities (2017-18)

- Implement an in-depth and thorough preventative maintenance software system to support extending the life of mobile assets and facilities.
- Implement an active software system to enable direct reporting from the maintainer network to the new surface condition reporting system operated by Nav Canada.

Priorities (2018-19)

- Acquire the necessary contractor base to provide Nunavut Airports Division with the resources required to improve the maintenance of all capital assets such as mobile equipment and buildings operated under the Nunavut Airports program.

Iqaluit International Airport

Iqaluit International Airport serves a vital role supporting air transportation in Nunavut, trans-Atlantic air navigation, polar routes and North American Air Defence. As one of 26 airports included in Canada's National Airport System, the Iqaluit Airport is deemed to be of strategic importance to Canada.

Objectives

- To ensure safe, efficient and effective management and operation of the Iqaluit International 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.
- Provide oversight of the private partner's performance under the Iqaluit International Airport Improvement Project Agreement, and manage those responsibilities which remain with the department.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Iqaluit International Airport		8,830	9,079	10,634	10,634
This program area ensures the safe, reliable, efficient and effective operation of Iqaluit International Airport.					
Total, Iqaluit International Airport		8,830	9,079	10,634	10,634

Priorities (2015-16)

- Monitor the P3 Partner's compliance with all provisions of the construction and operations plans for the Iqaluit airport, including Inuit employment and training provisions.
Status: The department monitors operations through weekly meetings with the service provider onsite, participates in monthly meetings with Arctic Infrastructure Partners and the service provider, and reviews monthly reports which include progress made on Inuit employment and training.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
Status: New leases continue to be developed for lands in the West 40; however, at a slower pace than desired by current and prospective tenants. Commercial development has been limited due to staffing issues. The division is working towards resolving the staffing situation by the end of the calendar year.
- Complete pre-engineering and related funding submission to the Transport Canada Airports Capital Assistance Program for a Sequenced Strobe Approach Lighting System to reduce landing decision heights.
Status: The pre-engineering and funding submission for this initiative is being developed on schedule, and the Airports Capital Assistance Program submission is expected to be completed prior to the end of the calendar year.
- Begin transfer of identified parcels of airport lands to the City of Iqaluit per the terms of the MOU between the GN and the City.

***Status:** The legal survey work has been completed; Phase I of the Environmental Site Assessments (ESAs) has been completed on the identified parcels; Phase II ESAs have been completed and address areas of concern identified in the Phase I study. Following further discussion with the City of Iqaluit, and pending GN approvals, the department expects to begin transferring the first priority sites prior to the end of the fiscal year.*

Priorities (2016-17)

- Monitor the P3 Partner's compliance with all provisions of the construction and operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
- Begin construction of Sequenced Strobe Approach Lighting System approach lighting.
- Complete transfer of airport lands to City of Iqaluit.

Priorities (2017-18)

- Complete construction and commissioning of new and reconstructed airport facilities
- Monitor the P3 Partner's compliance with all provisions of the construction and operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
- Issue Expression of Interest/Request for Proposals for repurposing current Air Terminal Building.
- Continue construction of Sequenced Strobe Approach Lighting System.

Priorities (2018-19)

- Monitor the P3 Partner's compliance with all provisions of the operations plans for the Iqaluit airport, including Inuit employment and training provisions.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.
- Initiate refurbishing of current Air Terminal Building.
- Complete construction of Sequenced Strobe Approach Lighting System.

Financial Summary

Branch	2015 - 2016		2016 - 2017		2017 - 2018		2018 - 2019	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Corporate Management								
Compensation & Benefits	6,003	50.0	6,003	48.0	6,003	48.0	6,003	48.0
Grants & Contributions	4,583		4,683		4,683		4,683	
Other O&M	1,340		1,340		1,340		1,340	
Subtotal	11,926		12,026		12,026		12,026	
Economic Development								
Compensation & Benefits	6,406	49.0	6,548	50.0	6,548	50.0	6,548	50.0
Grants & Contributions	19,830		19,538		18,638		18,638	
Other O&M	1,423		1,573		1,573		1,573	
Subtotal	27,659		27,659		26,759		26,759	
Transportation								
Compensation & Benefits	5,003	42.0	5,202	39.0	5,202	39.0	5,202	39.0
Grants & Contributions	1,530		1,530		1,530		1,530	
Other O&M	21,983		22,620		24,175		24,175	
Subtotal	28,516		29,352		30,907		30,907	
Total	68,101	141.0	69,037	137.0	69,692	137.0	69,692	137.0

Inuit Employment Plan

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity	%	Capacity	%
Total Department Positions	134		137	
Total Filled Positions	91	68%	118	86%
Total Vacancies	43	32%	19	14%
Total Beneficiaries	49	54%	65	55%
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	1	33%	0	0%
Total Senior-Management Positions	14		14	
Total Filled Senior-Management Positions	11	79%	13	93%
Total Vacant Senior-Management Positions	3	21%	1	7%
Total Beneficiaries in Senior-Management Positions	5	45%	5	38%
Total Middle-Management Positions	25		25	
Total Filled Middle-Management Positions	20	80%	22	88%
Total Vacant Middle-Management Positions	5	20%	3	12%
Total Beneficiaries in Middle-Management Positions	6	30%	7	32%
Total Professional Positions	20		21	
Total Filled Professional Positions	11	55%	14	67%
Total Vacant Professional Positions	9	45%	7	33%
Total Beneficiaries in Professional Positions	4	36%	7	50%
Total Paraprofessional Positions	52		52	
Total Filled Paraprofessional Positions	33	63%	47	90%
Total Vacant Paraprofessional Positions	19	37%	5	10%
Total Beneficiaries in Paraprofessional Positions	21	64%	28	60%
Total Administrative Positions	20		22	
Total Filled Administrative Positions	13	65%	19	86%
Total Vacant Administrative Positions	7	35%	3	14%
Total Beneficiaries in Administrative Positions	12	92%	18	95%

Capacity

The Department of Economic Development and Transportation is highly decentralized, with 52% of all positions located outside Iqaluit. As of October 2015, capacity and Inuit employment were higher for the department's positions located outside the capital at 71% and 67%

respectively, compared to 63% capacity and 40% Inuit employment for positions located in Iqaluit.

The department's vacancies are partially addressed through the use of casual and relief employees. As of October 2015 the department employed 33 casual and relief employees, 20 of whom were NLCA beneficiaries.

Inuit Employment Plan

Priorities (2015-18)

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

- Developing and submitting proposals for *Sivuliqtiksat* Internships through the Department of Executive and Intergovernmental Affairs; the departmental had three internships in 2014-15 and is working to initiate more in 2015-16;
Status: The department continued to have three active Sivuliqtiksat internships in 2015-16 but no new internships were initiated. The department will seek 2 or 3 Sivuliqtiksat candidates in 2016-17.
- Employing summer students to provide valuable work experience to youth for future employment endeavors; seventeen Inuit summer students were employed in 2014 and similar numbers can be expected in 2015;
Status: 17 summer students were employed in 2015, 94% (16) of whom were Inuit.
- Mentoring and training beneficiaries through on-job-training as well through casual employment opportunities;
Status: Two Nunavut Land Claim beneficiaries moved from casual to indeterminate employment after their on the job training.
- Endeavoring to ensure that there is an NLCA beneficiary member on screening and hiring panels.
Status: This continues to be the department's practice.
- Implementing a Performance Management Program to engage and empower employees.
Status: Annual performance reviews were mandated for all staff in 2015-16.
- Beginning in 2015-16, directly communicating information on educational and mentorship opportunities to Inuit employees in the Administrative Support, Paraprofessional and Middle Management categories.
Status: This initiative was piloted in 2015-16; the results will be monitored to determine whether it might be expanded or modified.

Priorities (2016-17)

Of the additional thirteen (13) beneficiaries the department projects will be employed by March 31, 2017, it is anticipated that seven (7) will be hired through open competitions subject to the Priority Hiring Policy, with the remaining six (6) being casual staff direct appointed into their positions.

The department will pursue the following priorities to support achievement of the March 31, 2017 target as well as long-term Inuit employment goals:

- Participation in Government of Nunavut-wide programs such as:
 - *Sivuliqtiksat* Internship Program. The department has set a target of two or three new interns in 2016-17;
 - Summer Students Employment Equity Program. In 2016 the department will aim to repeat or improve on the 2015 level of sixteen Inuit summer students; and
 - *Hivuliqtikhanut Program*. One beneficiary enrolled in this leadership development program in 2015-16, and the department will encourage more to enroll in 2016-17 and beyond as opportunities arise.
- Continue targeted communications on educational and mentorship opportunities to Inuit employees in the Administrative Support, Paraprofessional and Middle Management categories.
- Develop, and if possible pilot, a program aimed at encouraging and accommodating Inuit employees in the Administrative Support, Paraprofessional and Middle Management categories to initiate on-the-job distance education or training programs.

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INUIT EMPLOYMENT PLAN – Territorial Corporations

Introduction

The Government of Nunavut is committed to achieving a representative workforce with the guidance of Article 23 of the *Nunavut Land Claims Agreement* (NLCA) by providing opportunities to enhance Inuit participation in government employment. The representative level is defined as the ratio of Inuit to the total population in the Territory and applies to all occupational categories.

NLCA Article 23.2.1: “*The objective of this Article is to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level. It is recognized that the achievement of this objective will require initiatives by Inuit and by Government.*”

Government of Nunavut departments and agencies develop and implement Inuit Employment Plans respectively. Statistical information is provided in the “*Towards a Representative Public Service*” quarterly report that determines the gap between beneficiaries and non-beneficiaries by region, community, department and occupational category.

The following table is a snapshot of the public service as of September 30, 2015 by occupational category:

September 30, 2015	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	5	0	5	100%	0	0%
Senior Management	17	2	15	88%	4	27%
Middle Management	53	9	44	83%	12	27%
Professional	153	43	110	72%	45	41%
Paraprofessional	65	24	41	64%	20	49%
Administrative Support	62	13	49	79%	43	88%
TOTALS	354	90	264	75%	124	47%

Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister’s Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksats intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Inuit Employment Plan - Corporations

The following table is a snapshot of the public service as of September 30, 2015 by corporation:

September 30, 2015	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	% IEP
Nunavut Arctic College	221	50	171	77%	90	53%
Nunavut Business Credit Corporation	6	1	5	83%	2	40%
Nunavut Development Corporation	5	0	5	100%	3	60%
Nunavut Housing Corporation	122	39	83	68%	29	35%
TOTALS	354	90	264	75%	124	47%

Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Our workforce comes from many cultures where all public servants work respectfully and cooperatively towards a representative workforce in the spirit of *Sivumut Abluqta: Stepping Forward Together*. Progress will occur by creating and enhancing opportunities for Inuit employment by identifying and providing practical tools to hire Inuit in all departments and agencies.

Executive and Intergovernmental Affairs has taken a developmental role in encouraging representation through promoting higher education and partnerships with recognized institutions and technical providers. These partnerships bring the best in technical training and internship with programs aimed at meeting the unique challenges and accessibility needs of Nunavut and incorporating to the highest degree possible training and mentorship reflecting Inuit societal values.

Government Wide Plan

This section of the Business Plan describes some of the current Government of Nunavut wide initiatives available to all departments and agencies to support and achieve their Inuit Employment Plans. The initiatives are grouped into two categories:

- Initiatives specifically designed for beneficiaries
- Initiatives available for all Government of Nunavut employees

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2017. The following identifies the targets by occupational category:

March 31, 2017	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	5	0	5	100%	0	0%
Senior Management	17	1	16	94%	4	25%
Middle Management	51	5	46	90%	14	30%
Professional	148	32	116	78%	53	46%
Paraprofessional	62	19	43	70%	20	47%
Administrative Support	63	9	54	86%	48	89%
TOTALS	346	66	280	81%	139	50%

Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

The following is a snapshot of the Inuit employment targets for March 31, 2017 by corporation:

March 31, 2017	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	% IEP
Nunavut Arctic College	221	43	178	81%	101	57%
Nunavut Business Credit Corporation	6	0	6	100%	3	50%
Nunavut Development Corporation	5	0	5	100%	3	60%
Nunavut Housing Corporation	114	23	91	80%	32	35%
TOTALS	346	66	280	81%	139	50%

Note: The table above only reports on established positions of the 4 territorial corporations. It does not report on positions of the Government of Nunavut departments, Office of the Legislative Assembly, Minister's Offices nor the Office of the Commissioner of Nunavut. It also does not report on casuals or the 16 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Initiatives Specifically Designed for Beneficiaries

The following initiatives are available specifically for beneficiaries of the Nunavut Land Claims Agreement to enhance beneficiary employment and support Inuit Employment Plans:

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. The Policy was updated in 2011 to include priority treatment, which is now extended to all recruiting actions, including short-term assignments, transfers, and job competitions. As well, all positions created or filled will be analyzed on a graded scale for Inuktitut and Inuinnaqtun language requirements and Inuit traditional knowledge.

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/agency. 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 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.

Trainee and Internships

The Government of Nunavut has undertaken some internship programs that provide on the job training to beneficiary employees. These vary in length depending on the position and the skill level of the individual. Departments and agencies initiate such trainee/internship positions and fund them internally.

Inuktitut as a First Language

Inuktitut and Inuinnaqtun First Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

Initiatives Available for All Government of Nunavut Employees

The Government of Nunavut is a diverse organization working together to create a respectful and productive work environment. The following initiatives are available for all Government of Nunavut employees that can also be used to enhance beneficiary employment and support Inuit Employment Plans:

Hivuliqtikhanut Leadership Program

The Government of Nunavut introduced a new leadership development program to build and sustain leadership capacity. This is the first time Nunavut has initiated a unique leadership program specifically aimed to strengthen the public service. The Hivuliqtikhanut Leadership Program provides modular, classroom-based learning for emerging leaders, supervisors and senior managers using the GN Competency Model and Inuit Societal Values as its foundation. Accreditation towards a post-secondary program is currently being explored.

Education Leave

The Government of Nunavut supports its employees to improve continually their skills. The Education Leave directive 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.

Trainer's Allowance

The Government of Nunavut provides a trainer's allowance to any employee who is in a position where they are 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 and funded internally in their respective departments or agencies.

Learning and Development Courses

Executive and Intergovernmental Affairs coordinates the general learning and development training courses that is available for all GN employees. These are general short courses and workshops (1-5 days) are designed to meet general training needs in such areas as computer literacy, financial management, supervisory skills, and human resources management. EIA collaborates with various service providers for program delivery by institutions that specialize in that subject matter.

Specialized Training Fund

This fund is available for all departments and agencies to develop technical, job specific competencies and address the unique learning needs in a department/agency, division or position. Each program is designed and delivered by the employing department/agency who submits a proposal to an interdepartmental committee for funding approval. An annual call out is issued each fiscal year.

Mentorship

Employees across the Government of Nunavut are encouraged to use mentors. Mentors for example are provided to nurses graduating from the Nunavut Nursing Program. The GN Mentorship Program's foundation is deeply rooted in the guiding principles of the Inuit Societal Values and is available for all public servants

Inuktitut as a Second Language

Inuktitut and Inuinnaqtun Second Language courses are available throughout the year for employees to increase oral, typing, written and reading proficiency. It is at the discretion of GN employees to register for these classes.

Learning Plans

A Learning Plan template is used by employees, with the support of their supervisor, to identify what areas they would like to take training and development opportunities for career aspirations. The Learning Plan is the foundation “live” tool used for internships and trainee positions.

Occupational Certificate Training Programs

Executive and Intergovernmental Affairs develops certificate training programs targeted at occupations found in all departments and territorial corporations. The occupational training programs are designed to be delivered in modules towards a GN certificate of achievement. Priority of specific occupational programs is determined by the Building Capacity Committee. Sivumuaqatigiit has delivered occupational programs such as Administrative Services, Communications, Supervisory, Human Resource Practitioner’s Program, and the Nunavut Advanced Management Diploma Program.

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. Nunavut Land Claims Beneficiaries receive priority in the summer student hiring process under the Priority Hiring Policy.

Transfer Assignments

Transfer assignments are typically opportunities for current Government of Nunavut employees to develop new skills and abilities sometimes in different departments/agencies. Transfer assignments can be done up to a maximum of three years. They can be done competitively (encouraged) or non-competitively.

Orientation

Orientations are available to for all employees and are designed to provide a general orientation to the Government of Nunavut. Orientations that are more specific are provided in the individual workplaces. In addition, cultural orientations are offered across the Government of Nunavut. Topics include the history of Nunavut, Inuit Societal Values and a traditional activity is also included as part of the session.

Specific Corporations Initiatives

Descriptions of corporation specific initiatives are available in their respective sections of the business plan.

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*Nunavut Housing
Corporation*

*Business Plan
2016-2019*

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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, Board of Directors 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 Territorial 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 that 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. 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. The NHC looks to these partners for valuable insight on community priorities and concerns. The NHC recognizes the value of enhancing LHO capacity, and will make this a critical priority for 2016-2019.

Supply

The GN is the supplier of much of Nunavut's housing stock. As of March 31, 2015, the government, through the NHC, maintained 5,153 public housing units (of which 4,903 were NHC-owned and 250 were leased), 1,480 staff housing units (of which 383 were owned and 1,097 were leased) and held mortgages for 212 homeowners. This represents a significant majority of Nunavut's total housing stock. The balance of Nunavut's housing stock includes privately owned, federal/municipal staff accommodations, other private sector employers' staff accommodations, Nunavut Arctic College student housing and Income Support funded units.

According to the 2010 Nunavut Housing Needs Survey, public housing accounts for 51% of Nunavut's housing stock and 58% of Nunavummiut are public housing tenants, of which 97% are Inuit. Due to the absence of private affordable rental housing and given the high costs of

independent homeownership, public housing units are home to over half of Nunavummiut. Each Public Housing unit requires more than \$26,200 per year to operate and maintain. However, funding from CMHC for the social housing inventory, which was transferred to the Corporation in 1996, 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.

In alignment with the goals and directions set out in the GN Long-Term Comprehensive Housing Strategy, the NHC has made changes to its homeownership programs. These changes are intended to improve access to the programs, ensure better application of the programs to those in need and encourage the homeownership market in the territory. The NHC is committed to further reviewing existing homeownership programs to assist people who are ready to gain the advantages of independence from the private rental market, as well as public and staff housing programs. Every new homeowner frees up a rental unit or reduces an existing home's occupancy level. Despite public and staff housing portfolios and homeownership programs, overcrowding continues to be an issue of critical concern in the territory.

There is much research to indicate the links between health and housing conditions.

The *Indigenous Children's Health Report* (2009) cites overcrowding and poor housing conditions as contributing to the high rates of infant mortality amongst Inuit. Further, Inuit Tapiriit Kanatami (Fall 2014) reported that poor housing and overcrowding is responsible, in part, for the high rates of tuberculosis among Inuit.

Unsuitable and inadequate housing conditions also have a negative effect on an individual's mental health. A 2014 study of overcrowding and mental health (Riva, et al, 2014) demonstrated that household crowding is a source of chronic stress among the Inuit of Nunavik. A similar study on Inuit adults in Greenland (Riva, Larsen, and Bjerregaard, 2014) found links between overcrowding and poor mental wellbeing.

Another project underway with the University of Laval, is examining the impact of new housing on the mental wellness of tenants in overcrowded conditions. The aim of the project is to measure how allocation of new units will improve the quality of life of tenants that had been subject to long periods of overcrowding. The NHC supports these types of projects, as they help build effective evidence-based cases that will justify greater investments in affordable housing in the Arctic.

National Household Survey Data indicates that over 30% of households in Nunavut are overcrowded (Statistics Canada, 2011). In 2004, the *Ten-Year Inuit Housing Action Plan* estimated that 3,000 additional public housing units are required over a ten-year time span to alleviate current housing needs. In 2010, the Nunavut Housing Needs Survey reported that the estimated number of required additional units had climbed to 3,580 demonstrating the need for housing construction to keep pace with population growth.

In the spring of 2013, the NHC tabled the GN Long Term Comprehensive Housing and Homelessness Strategy as part of its *Igluliuqatigiilauqta Initiative*. The Strategy, which builds on the previously published Framework, highlights the need to increase Nunavut's housing stock, improve collaboration among stakeholders to better address housing barriers and identify gaps in

Nunavut's housing continuum. To help meet the government's *Sivumut Abluqta: Stepping Forward Together* priority of healthy families through strong and resilient communities, the NHC will work towards developing more energy efficient and economical solutions, and ensure more affordable housing options and alternatives are available to meet people's varied needs, including the needs of a growing elder population.

The Nunavut Housing Corporation is in the process of developing a Blueprint for Action that will map out, the steps needed over the next twenty years to put the Strategy into action. Through the Blueprint for Action, the GN will have a mechanism to define housing demand, and ensure more affordable housing options and alternatives are available to meet the diverse housing needs of Nunavummiut.

Using a coordinated approach to identify and address housing supply barriers and other cost drivers, the GN will have greater capacity to develop more energy efficient and economical solutions. Only through shared investment and collective responsibility, can the complex issues related to housing be adequately addressed.

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 2015/16 fiscal year are provided, and the NHC priorities for 2016 to 2019 are established.

Budget	(\$ 000)			
	2015-16	2016-17	2017-18	2018-19
Advisory and Administrative Services	18,327	16,464	16,464	16,201
Public Housing	115,850	125,492	126,550	126,550
Staff Housing	49,679	54,221	54,221	54,221
TOTAL	183,856	196,177	197,235	196,972

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 housing maintenance. 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 ensure effective coordination of housing policies and procedures in Nunavut;
- To ensure appropriate levels of staffing, delivery capacity, training and professional development for Nunavut Housing Corporation and LHO staff;
- To increase the awareness and understanding of housing realities in Nunavut within the territory and nationally.

The organization includes a Directorate office, Headquarters and three District offices. The District offices provide support to 25 LHOs that deliver housing services. The following divisions of the NHC are responsible for the delivery of Advisory and Administrative Services:

Programs Budget (\$ 000)	2015-16	2016-17	2017-18	2018-19
Corporate Governance	1,468	1,442	1,442	1,442
Responsible for managing the NHC to ensure consistent and effective application of policy, standards, procedures and program delivery throughout Nunavut.				
Corporate Operations	4,251	3,416	3,416	3,153
Responsible for the public housing, staff housing, and homeownership programs, as well the provision of related technical and maintenance services.				
Corporate Policy and Planning	1,265	1,096	1,096	1,096
Responsible for the administration of corporate policy, strategic planning and communications. This function is also accountable for the development and co-ordination of NHC policies in support of the Corporation's Vision, Mission, Mandate, and Goals and Objectives. This function is also responsible and accountable for socio-economic research, strategic planning and support for the Minister's office.				
Corporate Finance Administration	1,646	1,513	1,513	1,513
Accountable for the overall management of the Corporation's financial affairs, including safeguarding the NHC's assets, preparing and issuing financial reports, maintaining internal financial controls, and providing training and advice.				
District Program Administration	2,917	3,050	3,050	3,050
Supports the LHOs in the delivery of rental housing program through LHO management agreements. This function is also accountable for the management of the mortgage portfolio. It supports the delivery of homeownership and housing repair programs, which include financial counseling and home maintenance training of clients, and				
District Financial Administration	2,497	2,559	2,559	2,559
Provides financial and administrative support to the district offices through financial transaction processing, financial reporting and programing support. The function also provides ongoing financial oversight and support to LHOs through periodic reviews and active support to LHO managers and finance officers..				

District Technical Administration	4,283	3,388	3,388	3,388
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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	18,327	16,464	16,464	16,201
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Priorities (2015-2016)

- Complete the Blueprint for Action for the GN Comprehensive Long Term Housing Strategy, in collaboration with GN departments.

Status: NHC selected a vendor through an RFP in April 2015, and held an inter-departmental kick off and planning session in June 2015 and began preliminary consultations over the summer, leading to a series of engagement sessions this fall and winter. The final blueprint document will be developed in the spring of 2016 with tabling scheduled for fall 2016.

- Review business processes and identify options, both short term and long term to address financial and property management software needs, in consultation with its LHO partners.

Status: NHC issued an RFP for a Standing Offers, which was completed in June 2015. NHC is in the process of filling its Director, Project Management Office position, which will oversee the project going forward.

- Work with NTI to address affordable housing needs in Nunavut in accordance with Aajiiqatigiinniq.

Status: NHC President met with the NTI CEO in January and again in June 2015, and is planning to hold meetings quarterly going forward. As well, NTI was able to participate in the kick off and planning session for the Blueprint for Action.

- Coordinate implementation of training, mentoring, development and staffing opportunities for NLCA beneficiaries within NHC, through the NHC's Long Term Inuit Employment Plan.

Status: Several beneficiaries have been offered mentoring and GN training opportunities, and are being trained to perform duties of increasing responsibility. Work has also begun on the mapping out of an employment succession plan to establish a long-term path for Inuit employees to progress through various NHC positions from administrative or manual labour to senior management and executive level. Project Management training was provided to a number of NHC's technical staff, including beneficiaries, which will help to develop skills necessary for future advancement in the organization.

Three NHC employees were accepted into the Hivuliqtikhanut Leadership (Supervisors) Program in September 2015. NHC will be submitting additional names for its staff to be considered for the 'Emerging Managers' and the 'Senior Management' Hivuliqtikhanut Leadership Programs in 2016.

- Initiate the delivery of occupational health and safety plan training to both NHC and LHO staff.

Status: A New Occupational Health & Safety Officer was hired March 2015. As a first step, a review and prioritization of upcoming training requirements was developed. Initial sessions for Mold & Asbestos training were held in the Kivalliq in June, the Kitikmeot in July, and the Baffin region in August.

Priorities (2016-17)

- Finalize the GN's multi-year Action Plan to address Nunavut's housing needs in collaboration with GN departments and develop plans for monitoring and reporting progress going forward.
- Continue implementation of the new financial and property management software.
- Continue work with NTI and regional Inuit organizations to address Inuit housing needs in Nunavut.
- Coordinate and continue to implement training, mentoring, development, and staffing opportunities for NLCA beneficiaries within NHC, through the NHC's Long Term Inuit Employment Plan.
- Continue to strengthen occupational health and safety plans in consultation with WSCC for both NHC and LHO operations.

Priorities (2017-18)

- Continue to monitor the implementation of the GN's multi-year Action Plan to address Nunavut's housing needs in collaboration with GN departments.
- Continue the implementation of the new financial and property management software.
- Continue to work with NTI and regional Inuit organizations to address Inuit housing needs in Nunavut.
- Continue to implement training, mentoring, development, and staffing opportunities for NLCA beneficiaries within NHC, through the NHC's Long Term Inuit Employment Plan.
- Continue to strengthen occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.

Priorities (2018-19)

- Continue to monitor the implementation of the GN's multi-year Action Plan to address Nunavut's housing needs in collaboration with GN departments.
- Continue the implementation of the new financial and property management software.
- Continue to work with NTI and regional Inuit organizations to address Inuit housing needs in Nunavut.
- Continue to implement training, mentoring, development, and staffing opportunities for NLCA beneficiaries within NHC, through the NHC's Long Term Inuit Employment Plan.
- Continue to strengthen occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.

Public Housing

The NHC delivers a community-sensitive Public Housing Program by providing financial resources and professional support to its local delivery agents, the 25 Local Housing Organizations. LHOs are responsible for the property management of 5,153 units in the public housing portfolio (as of March 31, 2015), from unit allocations and rental assessments/collections, to maintenance and repairs, and energy upgrading.

Objectives

- To provide training, development, and support to LHO staff for the delivery of public housing in Nunavut.
- To increase the number of adequate, suitable, and affordable dwelling units in Nunavut.

Programs Budget	(\$ 000)	2015-16	2016-17	2017-18	2018-19
Leased Units – Rent					
Supplement		7,180	7,597	7,597	7,597
There were 250 leased public housing units throughout the territory, as of March 31, 2015. They create an opportunity for the private sector to provide much needed public housing units without the capital expenditure required for the construction of new units.					
Administration and Maintenance					
Maintenance		45,633	46,150	46,150	46,150
The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies.					
Utilities		94,289	100,353	100,353	100,353
Covers the cost of utilities for the Public Housing Program. Utility expenses include power, fuel, water and sewage, and garbage collection.					
Taxes and Land Leases		2,186	2,186	2,186	2,186
Covers the cost of taxes and land lease expenses.					
Debt Payment		14,752	14,307	13,271	10,599
Remitted to CMHC to pay down the debt on the public housing portfolio, which was \$90.8 million as at March 31, 2015.					
Rental Revenue		(13,580)	(13,580)	(13,580)	(13,580)
LHOs assess public housing rents and are responsible for their collection. Revenues collected are discounted 3% as an allowance for bad debt. The remaining 97% is used to offset the cost of administering the Public Housing Program.					
Other Revenue		(34,610)	(31,521)	(29,427)	(26,755)
CMHC contributions for Social Housing and own source revenue.					
Total, Public Housing		115,850	125,492	126,550	126,550

Priorities (2015-16)

- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate, and affordable housing across Nunavut.

Status: NHC continues to work with the Canada Housing & Renewal Association (CHRA), and attended the CHRA Congress in April 2015. As well, NHC attended a Federal/Provincial/Territorial lunch and a Provincial/Territorial officials meeting at the CHRA event. NHC has continued to work closely with the other two Territories to develop a Northern Business Case for Federal Investments in Housing. CMHC held its annual Board of Directors (BOD) meeting in Iqaluit this year, which allowed NHC to provide a focused session on housing in Nunavut.

- Continue to enhance supports for LHO partners, including a review of the management agreements, and a review of various policies and procedures.

Status: NHC Executives and District staff visited seven Baffin communities and met with both LHO BOD members and LHO Staff. As well, NHC President attended several LHO BOD meetings via teleconference. These meetings allowed NHC to share on-going efforts to advance the housing issues, as well as allowed LHOs to provide feedback and insights on issues in their community. Additional meetings for the remaining Baffin communities are scheduled for spring 2016, and a full Kitikmeot community tour is being scheduled for summer 2016.

- Update the condition rating software to include full life cycle maintenance to allow for improved management of NHC's aging public housing stock.

Status: Tablets have been updated and distributed, and condition-rating evaluations resumed in the summer of 2015. Additional software updates to improve calculations of score were developed in fall/winter 2015.

- Continue to monitor and review impact of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

Status: NHC established a working group, including LHO representatives, to review and develop an arrears reduction strategy. The overall 2014/15 collection rate was 88.38%; with 10 communities achieving a collection rate of 97% or higher.

Results from communities that were included in the collections pilot project were positive and are reflected in the improved collection rates in Gjoa Haven (up from 97.4% to 112.2%), Kimmirut (75.1% to 96.9%); Kugluktuk (85.9% to 93.6%), Qikiqtarjuaq (84.6% to 87.0%), Arviat (75.9% to 83.1%) and Clyde River (57.3% to 70.0%).

Building on the success of the pilot project to target larger accounts in arrears, NHC is continuing to roll out this program in other communities. NHC is also working on further pilot projects, using methods recently found to be highly successful at North West Territories Housing Corporation.

Priorities (2016-17)

- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate, and affordable housing across Nunavut.
- Continue to enhance supports for LHO partners through the continued review of various policies and procedures.
- Continue to monitor and review impact of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

Priorities (2017-18)

- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate, and affordable housing across Nunavut.
- Continue to enhance supports for LHO partners through the review of various policies and procedures.
- Continue to monitor and review impact of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

Priorities (2018-19)

- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.
- Continue to enhance supports for LHO partners through the review of various policies and procedures.
- Continue to monitor and review impact of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

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 74.1% of staff housing stock is in the form of leased units, accounting for the majority of the staff housing budget.

Objective

- To provide subsidized rental housing to term and indeterminate GN employees to assist in the recruitment and retention of staff and to facilitate the provision of programs and services to Nunavummiut.

Programs Budget (\$ 000)	2015-16	2016-17	2017-18	2018-19
Operations	8,380	8,891	8,891	8,891
Provides the day-to-day operations for the Staff Housing Program in a decentralized environment, including the cost of utilities for staff housing units.				
Leases for Staff Housing Rental Units	41,299	45,330	45,330	45,330
The staff housing portfolio provides 1,480 rental units (383 owned and 1,097 leased), as of March 31, 2015.				
Total, Staff Housing	49,679	54,221	54,221	54,221

Priorities (2015-16)

- Complete comprehensive review of the GN staff housing policy and develop a long-term strategy for the staff housing program as part of the development of the Blueprint for Action.

Status: NHC selected a vendor to develop the Blueprint for Action through an RFP in April 2015, and held an inter-departmental kick off and planning session in June 2015 and began preliminary consultations over the summer, leading to a series of engagement sessions in the fall of 2015. The final blueprint document will be developed in the spring of 2016 and tabling in the fall of 2016.

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.

Status: NHC has developed a new approach for the selection of communities that will receive new staff housing construction. Based on the GN's decentralization policy, the new approach places the GN Staff Housing Program as one tool among many, which will deliver a systematic approach to meet the housing needs of GN employees.

- In partnership with the Department of Finance, continue to work closely with GN departments to improve forecasting to ensure that their staff housing requirements are met.

Status: NHC is continuing to work closely with the GN's Human Resources Divisions, as well as the GN's departments, to improve forecasting for a more comprehensive needs assessment.

Priorities (2016-17)

- Begin implementation of long-term strategies to address employee housing needs.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- In partnership with the Department of Finance, continue to work closely with GN departments to review & refine forecasting to ensure that staff housing requirements are met.

Priorities (2017-18)

- Continue to implement long-term strategies to address employee housing needs.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements.

Priorities (2018-19)

- Continue to implement long-term strategies to address employee housing needs.
- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.

- In partnership with the Department of Finance, continue to work closely with GN departments to meet their staff housing requirements.

Homeownership

Through its Homeownership Programs and supports, the NHC assists residents who can afford the costs of homeownership to secure and maintain their own housing. As well, homeownership education and counseling services are provided to homeowners. These services include consultations regarding purchase of existing homes or new home construction, repairs, renovations, bank financing and energy conservation. Homeownership Programs are funded through the Capital Estimates.

Objectives:

- To assist and support Nunavummiut to become and remain successful homeowners.
- To assist and support Nunavummiut to purchase, build, renovate, repair and maintain their homes.
- To work to improve the energy efficiency of private homes in Nunavut.

The Nunavut Down Payment Assistance Program (NDAP)

The Nunavut Down payment Assistance Program offers down payment assistance to eligible Nunavummiut in the form of a forgivable loan.

The Tenant to Owner Program (TOP)

The Tenant to Owner Program offers tenants in Public Housing the opportunity to become homeowners by purchasing the home that they are renting.

Government of Nunavut (GN) Staff Condominium Program (CONDO)

The GN Staff Condominium Program offers an opportunity for GN Staff to purchase an affordable Condominium unit.

The Interim Financing Program (IFP)

The Interim Financing Program provides construction loans to Nunavummiut who are unable to secure interim financing from a private lender to construct a new home.

The Home Renovation Program (HRP)

The Home Renovation Program assists eligible Nunavut homeowners to complete repairs, renovations and additions to existing homes. HRP assistance is a forgivable loan up to maximum of \$50,000. An additional \$15,000 is available for energy efficiency related items.

The Senior Citizens Home Repair Program (SCHR)

The Senior Citizens Home Repair Program supports senior homeowners with repairs and home adaptations. The maximum contribution available is \$15,000 plus eligible freight costs.

The Emergency Repair Program (ERP)

The Emergency Repair Program assists eligible homeowners for emergency repairs that are required for the continued safe occupancy of their home. The maximum contribution available is \$15,000.

Seniors and Disabled Persons Preventative Maintenance Program (SDPPMP)

The Senior and Disabled Persons Preventative Maintenance Program provides support to senior or disabled homeowners for preventative maintenance and minor repairs. The assistance is an annual grant of up to \$3,000.

The Heating Oil Tank Replacement Program (HOTRP)

The Heating Oil Tank Replacement Program (HOTRP) assists homeowners to replace their home heating oil tank in the form of a grant of up to \$7,500.

The Seniors and Persons with Disabilities Home Options Program (SPDHOP)

The Seniors and Persons with Disabilities Home Options Program (SPDHOP) assists seniors and persons with disabilities who can no longer afford homeownership by allowing them to access public housing upon the sale or transfer of their home.

Priorities (2015-16)

- Identify proposed changes to NHC's home ownership programs resulting from the Blueprint for Action.

Status: NHC implemented changes to the income threshold for all of its programs and increased the maximum grants allowed under two of its programs. As well, NHC modified programs to allow additional grant amounts to be available to fund contractor travel where needed. NHC selected a vendor through an RFP in April 2015, and held an inter-departmental kick off and planning session in June 2015 and began preliminary consultations over the summer, leading to a series of engagement sessions in the fall and winter of 2015. The final blueprint document will be developed in the spring of 2016 and tabled in the fall of 2016.

- Monitor the success and impact of the homeownership programs.

Status: NHC centralized its homeownership application process to its HQ office in Arviat in spring 2015. This will streamline the processing and improve tracking of the programs.

- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

Status: With the centralization of the homeownership application processing, NHC launched a central 1-800 number to provide support for applicants. As well, NHC launched its new website in the fall of 2015, which has improved homeownership materials.

Priorities (2016-17)

- Begin to implement proposed changes to NHC's home ownership programs resulting from the Blueprint for Action.
- Monitor the success and impact of the homeownership programs.

- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

Priorities (2017-18)

- Continue to implement proposed changes to NHC's home ownership programs resulting from the Blueprint for Action.
- Monitor the success and impact of the homeownership programs.
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

Priorities (2018-19)

- Continue to implement proposed changes to NHC's home ownership programs resulting from the Blueprint for Action.
- Monitor the success and impact of the homeownership programs.
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.

APPENDIX I. Financial Summary

Branch	2015 - 2016		2016 - 2017		2017 - 2018		2018 - 2019	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Headquarters								
Salary	6,547	50.0	5,563	48.0	5,563	48.0	5,300	46.0
Grants & Contributions	-		-		-		-	
Other O&M	2,083		1,905		1,905		1,905	
Subtotal	8,630		7,468		7,468		7,205	
Debt Repayment								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	-		-		-		-	
Other O&M	14,752		14,307		13,271		10,599	
Subtotal	14,752		14,307		13,271		10,599	
District Offices								
Salary	7,919	54.0	7,220	49.0	7,220	49.0	7,220	49.0
Grants & Contributions	-		-		-		-	
Other O&M	1,778		1,776		1,776		1,776	
Subtotal	9,697		8,996		8,996		8,996	
Afordable Housing (Public Housing)								
Salary	-	-	-	-	-	-	-	-
Grants & Contributions	135,708		142,706		142,706		142,706	
Other O&M	-		-		-		-	
Subtotal	135,708		142,706		142,706		142,706	
Afordable Housing (Staff Housing)								
Salary	2,271	17.0	2,264	17.0	2,264	17.0	2,264	17.0
Grants & Contributions	-		-		-		-	
Other O&M	47,408		51,957		51,957		51,957	
Subtotal	49,679		54,221		54,221		54,221	
TOTAL FUNDED	218,466	121.0	227,698	114.0	226,662	114.0	223,727	112.0
Less: CMHC Contribution and Other Revenue	34,610	14.0	31,521	6.0	29,427	6.0	26,755	6.0
TOTAL FUNDED	183,856	107.0	196,177	108.0	197,235	108.0	196,972	106.0

APPENDIX II. Inuit Employment Targets

INUIT EMPLOYMENT PLAN

The Nunavut Housing Corporation is fully committed to reaching Article 23 of the Nunavut Land Claim Agreement goal for Inuit employment and plans to increase Inuit employment in the fiscal year 2016-2017 and future years.

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity	%	Capacity	%
Total Department Positions	122		114	
Total Filled Positions	83	68%	91	80%
Total Vacancies	39	32%	23	20%
Total Beneficiaries	29	35%	32	35%
Total Executive Positions	2		2	
Total Filled Executive Positions	2	100%	2	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	9		9	
Total Filled Senior-Management Positions	8	89%	8	89%
Total Vacant Senior-Management Positions	1	11%	1	11%
Total Beneficiaries in Senior-Management Positions	1	13%	1	13%
Total Middle-Management Positions	23		22	
Total Filled Middle-Management Positions	18	78%	21	95%
Total Vacant Middle-Management Positions	5	22%	1	5%
Total Beneficiaries in Middle-Management Positions	1	6%	2	10%
Total Professional Positions	27		23	
Total Filled Professional Positions	14	52%	14	61%
Total Vacant Professional Positions	13	48%	9	39%
Total Beneficiaries in Professional Positions	3	21%	3	21%
Total Paraprofessional Positions	41		38	
Total Filled Paraprofessional Positions	26	63%	29	76%
Total Vacant Paraprofessional Positions	15	37%	9	24%
Total Beneficiaries in Paraprofessional Positions	11	42%	11	38%
Total Administrative Positions	20		20	
Total Filled Administrative Positions	15	75%	17	85%
Total Vacant Administrative Positions	5	25%	3	15%
Total Beneficiaries in Administrative Positions	13	87%	15	88%

Capacity

For a long time, the NHC's human resources capacity had been limited, particularly given the increase in the Corporation's housing stock and level of program delivery. In 2014, the NHC completed a comprehensive internal organizational review to determine how current staffing capacity meets organizational requirements, to identify deficiencies in staffing, and to make recommendations to resolve gaps.

Following an internal reorganization at the end of September 30, 2015, of the 21 positions that had been created, 2 have been filled, 5 competitions were at the screening/interviewing stage and the remaining 14 were at varying stages of the staffing process. This increase in human resource capacity will enable the NHC to fully meet its mandate, and deliver housing programming efficiently and effectively across the territory.

In 2013, following the announcement of the \$100 million construction funding by the Canada Mortgage and Housing Corporation (CMHC), NHC received approval to create 14 technical positions to oversee construction. This was necessary to build capacity within the Corporation. Construction is nearing completion, with all projects expected to be completed by August 2016 and as such, 8 of those positions will no longer be required and will be allowed to expire at the end of March 2016. The remaining 6 of the positions will be extended to March 2017 to provide continuity in the Corporation's ability to develop new designs for both staff housing and public housing.

NHC continues to do ongoing review and analysis of its capacity to determine if further enhancements are required, particularly in the areas of training and development, health and safety and the administration of homeownership programs.

Inuit Employment Plans

Nunavut Housing Corporation

To help achieve these objectives, NHC formed an Inuit Employment Plan advisory committee. This committee is focusing on exploring flexible, creative solutions to address this priority. 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.

As of September 30, 2015, the total number of approved positions was 122, an increase from 105 positions in the previous year. This is due to the addition of the position of In-house Legal Counsel and technical term positions financed by Canadian Mortgage Housing Corporation (CMHC).

The NHC has filled 83 of its 122 positions, with a vacancy rate of 32%. The total number of beneficiaries hired by the NHC is 29 for an IEP rate of 35%.

For the year 2016-17, the NHC is targeting to fill 80% of approved positions (91 of the 114 positions). Of those positions, 35% (32 positions) will be filled by beneficiaries.

Local Housing Organizations (LHO)

LHO employee statistics do not appear in the NHC's Inuit employment plan. However, LHOs account for a significant portion of NHC's operating budget and are consolidated in the Corporation's financial reporting. As such, LHO are a substantial element of the NHC's operations and contribute significantly to the NHC's ability to meet its mandate.

As of June 30, 2015, there were 307 LHO positions funded by the NHC of which 305 positions were filled. Of these positions, 266 were filled by beneficiaries. This equates to an LHO IEP rate of 87%. Combining these figures with NHC's staffing levels results in 429 positions, of which 388 were filled, and 295 were beneficiaries, for a consolidated IEP rate of 76%.

Priorities 2015-2018

To meet the challenge of achieving a higher level of Inuit employment, the NHC is considering how the Department of Executive and Intergovernmental Affairs' Sivuliqtiksats (Internship) and Mentorship Programs can assist the NHC in targeting the recruitment and retention of beneficiaries in senior management, para-professional, professional, middle management and eventually senior management.

The NHC also makes use of tools, such as the training and development courses provided by the Department of Executive and Intergovernmental Affairs, 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 who wish 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.

- NHC enrolled one beneficiary into the Hivuliqtikhanut Program – Supervisor Series
- Sivumuaqatigiit Divisional staff were invited to make presentations to the NHC Inuit Employment Committee on the various program and services EIA offers.

Priorities (2016-2017)

The NHC is committed to supporting Inuit staff through performance management, on-the-job training and by encouraging continuous learning. NHC's IEP Committee continues to support the Corporation's initiatives to identify areas for employee succession, including surveying existing staff to determine interest in advancement and finding ways to adapt existing programs to suit the needs of the employee.

By March 2017, NHC is targeting to increase Inuit employment by two positions in the administrative categories primarily through restricted competitions. In the next three years, the NHC will include the following initiatives to increase Inuit employment:

- Identify beneficiaries within LHOs that have the requisite skills for secondment to professional, para-professional, and administrative roles within the NHC. This will

provide the staff with skills and corporate exposure to assist them in moving into permanent roles within the corporation.

- Coordinate efforts with EIA, Family Services and other GN departments and agencies to assist the Corporation and LHOs in providing specialized and managerial training to eligible beneficiaries.
- The IEP Committee will explore creative ways to facilitate additional learning/training opportunities for staff.
- NHC continues to ensure that all construction contracts include a requirement to hire local apprentices and works through its District Offices and LHOs to identify potential Inuit trades-people with the required skill qualifications to fill other skilled trade roles.

It is important to recognize that the nature of many of the Community Development Officer (CDO) positions makes it a challenge to retain local applicants within the NHC. CDO Technical, CDO Maintenance, CDO Programs, and CDO Finance positions are subject matter experts requiring specialized qualifications such as an accounting designation, an engineering or architectural qualification or qualification as a journeyman in a trade. In an effort to underline NHC's refocused direction for increased District support for LHO capacity building, the NHC centralized the processing of homeownership programs at its Headquarters in Arviat in 2015. This will allow District CDO Program positions to devote more time and attention in providing support to LHOs to help build their capacity locally.

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Nunavut
Arctic College

Nunavut Arctic College

Business Plan

2016-2019

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INTRODUCTION

Nunavut Arctic College (NAC) is a public agency that was continued through the *Nunavut Arctic College Act*. NAC was originally created on January 1, 1995. As a public agency, NAC is listed under Schedule B of the *Financial Administration Act (FAA)*, and as such is considered a territorial corporation. Territorial corporations are considered to be at “arms-length” from the Government of Nunavut. Part IX of the *FAA* provides the governing framework for territorial corporations.

The College reports to the Legislative Assembly, Executive Council and Nunavummiut through its President, Board of Directors, and the Minister responsible for Nunavut Arctic College. This approach to maximize the effectiveness of the College for the present and future benefits of Nunavummiut.

The purpose of NAC is to deliver adult and post-secondary education, including the delivery of university level programs and the granting of university degrees and applied bachelor degrees. NAC currently has three university level programs that are delivered with other university partners. NAC not only provides adult basic education and a variety of vocational programs, but also specific targeted training, such as Applied Suicide Intervention Skills Training (ASIST), leadership development, marine and fisheries training, trade and pre-trades programing, and office administration. Additionally, NAC also promotes the expansion and retention of knowledge through its applied research work at the Nunavut Research Institute and through its efforts to expand publishing and resource development.

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 delivering quality career programs developed with input from our partners throughout the Arctic and Canada, 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. The College is committed to its students' success by:

- Engaging and challenging our students in learner-centered programs;
- Supporting learners through personal interaction, small scale learning environments, and sensitivity to the needs of students;
- Integrating Inuit culture and knowledge into our programs.

The College values 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.

The College values 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.
- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for Nunavummiut.

Principles

Nunavut Arctic College's principles serve as guideposts to create a learner-centered institution that reflects Inuit values, beliefs, and knowledge. The College is an inclusive institution that:

- Respects and honors Inuit language and culture.
- Involves Elders as an integral part of College life.
- Promotes an understanding of Inuit culture and language.
- 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 graduates meet national standards.

STRATEGIC LINK TO Sivumut Abluqta: Stepping Forward Together

Nunavut Arctic College is committed to working with the Government of Nunavut to achieve the objectives and priorities of *Sivumut Abluqta: Stepping Forward Together*.

Self-reliance and optimism through education and training: Nunavut should have a wider range of options for education, adult learning, and training.

- *Work on the Equipment Training Centre and Mine Training Centre of the Nunavut Trade School and Trades Training Strategy will continue. The College will enhance partnerships for apprenticeships. Future initiatives will expand training capacity for mining occupations and Heavy Equipment operation and repair.*

- *Through Nunavut Arctic College and its sector partners, we will increase post-secondary opportunities in all occupational categories from career training to professional education with an emphasis on workforce development.*
- *Support academic readiness and increase access to post-secondary programs by increasing delivery of Pre-trades, Adult Basic Education, Pre-Nursing, College Foundations, and Pathway to Adult Secondary School Diploma.*
- *The College will continue to integrate and enhance Inuit language and culture into all programs.*

Strategic Goals

The Board of Governors of Nunavut Arctic College has established four strategic goals. The strategic goals will be achieved within the broader context of the vision, guiding principles and priorities of *Sivumut Abluqta: Stepping Forward Together*.

- **Communities: Improving Programs and Services to Communities**

The continuing need for more adult learning opportunities accessible in the communities has been an ongoing priority. Offering a diversity of programs in communities leads to further training for employment.

- **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 industry. The Board of Governors values the participation of Elders in the learning of its students. The Board of Governors considers the establishment of bilingual learning environments to be a need and supports the development of bilingual learning materials.

- **Excellence: Achieving Academic Excellence**

The Board of Governors supports appropriate academic standards for all programs. The Board of Governors 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. Recognition of Prior Learning will be incorporated into all programs. 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. It is an important priority to provide the necessary support to students when they attend Nunavut Arctic College. The Board of Governors has made it a priority to ensure that our student services division receives the necessary resources to provide student services that meet or exceed national standards.

- **Strength: Strengthening College Systems and Operations**

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. Nunavut Arctic College works with the Financial Management Board to maintain accountability and address any issues raised by the Office of the Auditor General. Nunavut Arctic College continues to work on partnership

committees with GN departments to coordinate adult learning and training activities in Nunavut to ensure the wise use of its resources.

ENVIRONMENTAL SCAN

The core business of Nunavut Arctic College is education and training for employment and entrepreneurship. In carrying out its core business, Nunavut Arctic College faces unique challenges and opportunities. Six critical challenges influence future decision-making. Responding to these challenges and turning them into opportunities will shape the strategic direction of Nunavut Arctic College during the coming years.

- **Inuit Language 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 training, as well as meeting the demands of the *Education Act* to train bilingual teachers. Nunavut Arctic College will be a key stakeholder in supporting capacity-building initiatives for the implementation of the Uqausivut Plan. The transfer of Piquqsilirivvik has enhanced the College's capacity to deliver culturally appropriate programs. This will be further enhanced by the creation of an Inuit Language and Culture Centre of Excellence, which will ensure the efficient use of its existing resources to improve and increase delivery of language and culture programs.

- **Educational Attainment**

Nunavut lags in comparison with the rest of Canada in educational attainment (2011 Census). Approximately 54% of Nunavummiut over the age of 25 do not have a high school diploma or equivalency, compared to 16% of Canadians over 25 who do not have a high school diploma or equivalency (Source: CANSIM 282-0004). Lower educational attainment is reflected in lower employment and earnings. 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. This will focus efforts on community delivery of programs. Federal funding of Adult Basic Education enabled the development and implementation of relevant community program delivery. The new Pathways to Adult Secondary School Diploma will provide opportunities through distance learning to complete a high school diploma.

- **Economic Growth**

Specific to work force development, there is an ongoing employment demand in the construction, mining, and trades industry. The Government of Nunavut continues to need trained employees to serve Nunavummiut, particularly in finance, health, and education. In contrast to the traditional economy, the emerging economy expects a high school diploma as a basic job entry requirement and college or university for career advancement.

- **Demographics**

Unlike the rest of Canada (2011 Census), the 20-40 year-old population is being followed by a larger 0-19 year-old population. In order to be proactive, it is necessary to build the adult learning and training capacity needed in the near future to serve the Nunavut society and economy.

- **Geography**

Nunavut has the most widely dispersed population in Canada. Nunavut Arctic College's major programs and facilities are centered in four communities – Iqaluit, Rankin Inlet, Cambridge Bay, and Clyde River – comprising approximately 35% of Nunavut's population. The remaining 65% 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 in 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 bandwidth limit full Nunavummiut participation in e-learning.

The Board of Governors views e-learning as an opportunity to increase student enrollment and accessibility to its programs. At the same time, the lack of bandwidth is a challenge that must be addressed. The College continues to work with its partners and the Department of Community and Government Services' IPS Division to mitigate bandwidth issues and find cost effective solutions for the delivery of distance learning.

- **Institutional Development**

The *Nunavut Arctic College Act* came into force in 2011, which further clarifies the responsibilities and authorities of the College. The ability to work with other post-secondary institutions in delivering university courses provides the College with degree granting authority, which positions the College for strong future program delivery in the territory.

INUIT EMPLOYMENT PLAN

Nunavut Arctic College shares the objective of Article 23 of the *Nunavut Land Claims Agreement* "to increase Inuit participation in government employment in the Nunavut Settlement Area to a representative level". Nunavut Arctic College contributes in two ways. First, it strives to increase the employment of Beneficiaries in the College. Second, it strives to increase the number of Beneficiary graduates from its programs thereby enabling more Beneficiaries to be eligible for employment in Nunavut.

Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
	Capacity	%	Capacity	%
Total Department Positions	221.1		220.6	
Total Filled Positions	171	77%	178	81%
Total Vacancies	50.1	23%	42.6	19%
Total Beneficiaries	90	53%	101	57%
Total Executive Positions	1		1	
Total Filled Executive Positions	1	100%	1	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	8		7	
Total Filled Senior-Management Positions	7	88%	7	100%
Total Vacant Senior-Management Positions	1	13%	0	0%
Total Beneficiaries in Senior-Management Positions	3	43%	3	43%
Total Middle-Management Positions	25		26	
Total Filled Middle-Management Positions	21	84%	22	85%
Total Vacant Middle-Management Positions	4	16%	4	15%
Total Beneficiaries in Middle-Management Positions	8	38%	9	41%
Total Professional Positions	124.6		121.1	
Total Filled Professional Positions	95	76%	98	81%
Total Vacant Professional Positions	29.6	24%	23.1	19%
Total Beneficiaries in Professional Positions	42	44%	48	49%
Total Paraprofessional Positions	21.5		23.5	
Total Filled Paraprofessional Positions	13	60%	14	60%
Total Vacant Paraprofessional Positions	8.5	40%	9.5	40%
Total Beneficiaries in Paraprofessional Positions	7	54%	9	64%
Total Administrative Positions	41		42	
Total Filled Administrative Positions	34	83%	36	86%
Total Vacant Administrative Positions	7	17%	6	14%
Total Beneficiaries in Administrative Positions	30	88%	32	89%

Capacity

The goal of Nunavut Arctic College is to increase Inuit employment. The focus is on the professional (instructors) category. The professional category is critical because a bilingual learning environment is an urgent need. These positions are difficult to fill because eligible instructors require formal qualifications and positions must be filled before the instructional term begins.

To increase Inuit employment significantly, 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 reducing the vacancy rate 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 growth in Inuit employment. In the short-term, several NAC managers will be eligible for retirement, which will create opportunities for increasing Inuit employment through succession planning. For these positions, the college is actively seeking internships through the Sivuliqtiksat Internship Program.

Priorities (2015-16)

To increase Inuit professional employment in response to the Board's statement that "a bilingual learning environment is an urgent need," Nunavut Arctic College took two significant steps. First, Nunavut Arctic College annually sponsored the Instructor Development Program in partnership with the University of New Brunswick. The program positions Inuit candidates for employment in selected instructor positions.

Second, the College is recruited bilingual Adult Educators and a bilingual instructor for the new Early Childhood Education program. Management is the next critical category. Anticipating future retirements, Nunavut Arctic College has initiated succession planning and mentorship for this category. The Nunavut Trades Training Centre instructor positions and Adult Educators remain a priority for increasing Inuit professional employment.

Part of the long-term solution to achieving representative Inuit employment is for Nunavut Arctic College to graduate more bilingual graduates and encourage more of them to seek employment opportunities within the College.

Priorities (2016-17)

- Recognizing several NAC Managers are eligible for retirement, NAC will actively seek internship positions from the Sivuliqtiksat Program.
- Continue to support the Instructor Development Program in partnership with the University of New Brunswick and target Adult Educators who are beneficiaries.
- Through the College's Inuit Employee Internal Committee identify and remove barriers for Inuit Employment 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. With the exceptions of Whale Cove, which is being constructed, and Grise Fiord, which is being designed, there are GN owned Community Learning Centres in all Nunavut communities.

Other facilities include headquarters in Arviat, the Nunavut Research Institute in Iqaluit, the Igloodik Oral History Research Centre, Piqqusilirivvik Centre in Clyde River, and the regional campuses in Cambridge Bay, Iqaluit, and Rankin Inlet.

The programs and services of Nunavut Arctic College are significantly decentralized. For the purposes of this Business Plan, they are grouped together into nine business lines. The table below includes both Main Estimates core funding of \$36,889 and Third Party funding of \$11,003 for a total College budget in 2016-17 of \$47,892. The seven academic program lines together represent 74.81 % of the total 2016-17 budget of Nunavut Arctic College.

	Budget (\$000)			
	2015-16	2016-17	2017-18	2018-19
Inuit Language & Culture	6,857	6,999	6,999	6,999
Community & Distance Learning	11,516	8,315	8,315	8,315
Business Careers & Workforce Development	2,041	1,939	1,939	1,939
Education Careers	6,380	7,057	7,571	7,571
Health & Wellness Careers	2,997	3,197	4,022	3,842
Trades & Technology Careers	4,362	3,921	3,921	3,921
Nunavut Research Institute	1,459	1,799	1,799	1,799
Student Services	5,211	5,344	5,344	5,344
Administration Services	7,069	6,931	6,931	6,931
Total	47,892	45,502	46,841	46,661

Inuit Language and Culture

The Inuit Language and Culture division 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 building of a culturally responsive college.
- To support the establishment of bilingual learning environments.
- To support the inclusion of appropriate Inuit content in all programs.
- Collect Inuit oral histories.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Language Programs		886	889	889	889
This section includes Inuit language programs such as the Inuit Studies and Interpreter/Translator Diploma programs.					
Culture Programs		896	897	897	897
This section includes Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diploma programs.					
Oral History Project		302	304	304	304
The Igloolik Oral History Research Centre collects and documents traditional Inuit knowledge by interviewing Elders and digitizing its traditional oral collection and publishing learning resource materials.					
Piqqusilirivvik Centre		3,663	3,649	3,649	3,649
The Centre is dedicated to teaching traditional culture, knowledge, life style, skill sets and values, taught in the Inuktut and based on Inuit Qaujimajatuqangit guiding principles.					
Sub-Total, Base Programs		5,747	5,739	5,739	5,739
Third Party Contracts		1,110	1,260	1,260	1,260
The Funding supports the implementation of the Inuit Language and Culture Centre of Excellence, resource development, and the delivery of Language Training for GN employees.					
Total, Programs		6,857	6,999	6,999	6,999

Priorities (2015-16)

- Develop an advanced cultural program at Piqqusilirivvik.
Status: The program will be under development during the academic year, with initial program delivery anticipated during winter term of the academic year 2016-17.
- Work on the development of a resource development team as a division of the Inuit Language and Culture Centre of Excellence.
Status: A Manager of Resource Development has been hired and building a team both internally and externally. Four are currently being developed this fiscal year and more are being planned for upcoming years.
- Develop an accessible inventory and system to make traditional knowledge learning resources available to educators and the public.
Status: A website is being developed that will serve as the main access point for all College publications and learning resources. Other opportunities are also being explored to provide an ease of access to learning materials for educators.

Priorities (2016-17)

- Deliver advanced cultural program at Piquusilirivvik.
- Negotiate credit transfer agreements with University partners for Inuit Studies and Interpreter Translator programs.
- Develop courses on traditional knowledge for Government of Nunavut employees. Conduct a feasibility study on the development and the delivery of a Bachelor Degree in Fine Arts and explore for potential partnerships.
- Continue to expand and develop publishing through NAC Media.

Priorities (2017-18)

- Begin delivery of traditional knowledge courses to Government of Nunavut employees.
- Explore the feasibility of delivering specific Piquusilirivvik programs through Community Learning Centres. Initiate the development of a multimedia and communication program for students.
- Develop new research projects through Piquusilirivvik and associated publications.

Priorities (2018-19)

- If feasible, commence the delivery of specific Piquusilirivvik programs at Community Learning Centres.
- Continue the development of a multimedia and communication program, solidify partnerships and transfer agreements with partner institutions.
- Create a summer institute with a variety of programs at Piquusilirivvik, around culture, leadership, language, and education.
- Finalize plan for the implementation of a Fine Arts Program in collaboration with the Department of Economic Development and Transportation.

Community and Distance Learning

The Community Learning Centres (CLCs) are all staffed with an Adult Educator. They initiate and coordinate programs, support adult learners, assess community needs, and are the first point of contact for those wanting information or access to College programs and services. Adult Educators offer Adult Basic Education (ABE), literacy, and pre-employment and academic readiness programs in preparation for College entry or work. Select CLCs offer the Office Administration program and the College Foundations program, which prepares students for careers in environmental technology, nursing, and teaching.

The Academic Studies section, based at Nunatta Campus, offers the College Foundation and Office Administration programs. The Distance Learning section delivers the Pathway to Adult

Secondary School (PASS) graduation program throughout Nunavut. The first semester of the Fur Production and Design program is offered in each region annually. The Continuing Education section offers evening classes at Nunatta Campus and coordinates third party contracts.

Objectives

- To lead the improvement of programs and services to communities.
- To develop community-based distance learning capacity.
- To increase accessibility of career and academic readiness programs in communities.
- To increase the number of adults with high school diplomas.
- Obtain third party funding for community-based delivery of programs other than ABE.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Kitikmeot CLCs		1,089	1,102	1,102	1,102
Supports CLCs in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.					
Kivalliq CLCs		1,620	1,624	1,624	1,624
Supports CLCs in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Repulse Bay, and Whale Cove.					
Qikiqtani CLCs		2,690	2,696	2,696	2,696
Supports CLCs in Arctic Bay, Cape Dorset, Clyde River, Grise Fiord, Hall Beach, Igloolik, Iqaluit, Kimmirut, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, and Sanikiluaq.					
Academic Studies		582	543	543	543
Based at Nunatta Campus, offers the College Foundation and Office Administration programs.					
PASS		1,100	1,100	1,100	1,100
The Pathway for Adult Secondary School Graduation (PASS) program provides adult learners with the option to earn the same Nunavut Secondary School Diploma as those students who have achieved their Diploma through the traditional high school route. PASS is a hybrid of face-to-face instruction and distance learning.					
Sub-Total Base Programs		7,081	7,065	7,065	7,065
Third Party Contracts		4,435	1,250	1,250	1,250
Supports the delivery of literacy, adult basic education, pre-employment, office administration, and pre-trades training programs, in addition to special initiatives such as the Career Development Practitioner Certificate Program and the Nunavut Fisheries and Marine Training Consortium (NFMTC) programs.					
Total Programs		11,516	8,315	8,315	8,315

Priorities (2015-16)

- Enhance the success of the Adult Basic Education program in all Community Learning Centres with an increased number of instructors, including Elders, to support language, culture and social wellbeing of students.
Status: 31 Nunavut Adult Basic Education programs were offered in 21 communities across the Territory. Eight additional ABE support instructors have been hired this fiscal year, and \$50K has been set aside for collaborating with Elders to enhance ABE community proposals.
- Prepare Business Case for sustainable delivery of Adult Basic Education programs (federal funding ends 31 March 2016).
Status: Funds were allocated from CanNor agreement for the preparation of a Business Case for sustainable delivery of Adult Basic Education programs. A business case has been developed.
- Begin delivery of Year 1 of the Tri-College, tri-territorial proposal to Government of Canada (\$50,000 over 5 years) Pan-Territorial Framework for Industry Training for mining sector.
Status: A proposal for funding for training under the Pan-Territorial Framework for Industry Training has been submitted to the Government of Canada and is under review.
- Deliver Interpreter/Translator workshops in select communities in partnership with the Inuit Language and Culture division.
Status: Delivery of the medical modules were offered and delivered in Iqaluit, Rankin Inlet, and Cambridge Bay. A part-time medical module program was delivered in Baker Lake. The delivery of other modules in communities will be explored and implemented as requested and where a significant interest from community members and stakeholders is expressed.
- Develop a MOU with a college partner to provide additional online courses to support community-based delivery of select post-secondary courses such as in the fields of tourism, entrepreneurial studies, and Early Childhood Education.
Status: Further explorations with partners are currently being developed. This will be ongoing throughout the academic year.
- Complete the production of bilingual instructional resources and student resources, utilizing strategies to support reading, writing, and word study.
Status: A series of bilingual instructional resources were completed to provide the support to instructors and students in reading, writing, and word study. These include the Uqalimmaarummaq Reader 14: An Introduction to Arctic Ecology and Environmental Stewardship; Uqalimmaarummaq Reader Language Answer Keys: Volume 2; and the NING online teaching resources for Uqalimmaarummaq Reader Unikkaaqtuat: Exploring Inuit Folktales, legends, and Mythsare.

Priorities (2016-17)

- Integrate learning technologies into more community-based programs using a blended learning model, which uses both distance learning and face-to-face delivery.
- Provide training to Adult Educators in the use of learning technologies.
- Continue the rollout of the Getting Ready for Employment and Training (GREAT) program in partnership with the Department of Family Services.
- In light of the Memorandum of Understanding with the Fisheries and Marine Institute of the Memorial University of Newfoundland, continue to pursue training opportunities for Nunavummiut in fisheries and marine industries.
- Explore for new partnerships for funding of Community and Distance Learning Programs.
- Finalize a MOU with a college partner to provide additional online courses to support community-based delivery of select post-secondary courses such as in the fields of tourism, entrepreneurial studies, and Early Childhood Education.

Priorities (2017-18)

- Enhance industrial and mine training capacity at the regional level in the Baker Lake and the Pond Inlet Community Learning Centres.
- Sustain continuous Adult Basic Education programming through the Distance Learning section.
- Expand Distance Learning to make select courses from College programs accessible to students in all communities.

Priorities (2018-19)

- Expand Academic Studies programming to the Cambridge Bay Campus.

Business Careers and Workforce Development

The principal career programs in this division are Management Studies and Office Administration. This division also manages the Municipal Training Organization and GN Staff Training contracts.

Objectives

- To train qualified candidates for employment by Nunavut organizations, including businesses, the Government of Canada, and entities under the Nunavut Land Claims Agreement, and the Government of Nunavut.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Business Programs		1,056	1,059	1,059	1,059
The principal career programs are the Management Studies diploma and the Office Administration certificate.					
Sub-Total, Base Programs		1,056	1,059	1,059	1,059
Third Party Contracts		985	880	880	880
Supports delivery of training for computer systems technicians, municipal, and government employees. The continued delivery of the Applied Accounting Degree, in partnership with Grant MacEwan University, is also supported by third party funding.					
Total, Programs		2,041	1,939	1,939	1,939

Priorities (2015-16)

- Develop coursework on Entrepreneurship training.
Status: The Management Studies Program lost two long-term staff in 14/15. Staffing to replace the vacancies was completed in the fall of 2015. New staff are still acclimatizing to their positions and not yet ready to develop coursework. The new Sr. Instructor recently attended a CANDO conference that should be beneficial in planning new courses.
- Complete the preparation of Management Studies and Office Administration Courses for an online platform.
Status: Due to the partnership with Municipal Training Organization (MTO), many of the courses MTO has as part of their program came out of the Office Administration and Management Studies Program. MTO migrated many courses from a face-to-face to on-line delivery format and now eight courses from the Management Studies Program and three courses in Office Administration can be taken online.

Priorities (2016-17)

- Finish the development of coursework on Entrepreneurship training.
- Conduct a review of the Bachelors of Business and Accounting pilot projects.
- Assess the feasibility of developing a program in the hospitality sector.
- Review the Bachelors of Business Accounting partnership with Grant MacEwan University.
- Begin the migration of the GN's Leadership Development Series training platform from outside contractors to Community and Distance Learning.
- Secure base funding for the ongoing delivery of the Computer Systems Technician Diploma program.

Priorities (2017-18)

- Deliver entrepreneurial training for the private and public sectors.
- Conduct review of Management Studies program curriculum.

Priorities (2018-19)

- Review the effectiveness of on-line training for the Management Studies and Office Administration programs.
- Conduct review of Office Administration Curriculum.
- Perform Curriculum review for Computer Systems Technician Diploma.

Education Careers

The principal career program of this division is the Nunavut Teacher Education Program. It prepares bilingual elementary and middle school teachers for employment in Nunavut schools. These offerings receive oversight from the Teacher Education Partnership Committee with the Department of Education, which coordinates the training and employment of graduates. The division also takes a leadership role in promoting and expanding delivery of the Early Childhood Education Program, which prepares graduates to work with children from infancy to the age of six in both formal and informal settings.

Objectives

- To train qualified bilingual candidates for employment in Nunavut schools.
- To train qualified bilingual candidates for employment in Nunavut daycares.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Teacher Education		2,882	2,908	2,908	2,908
The Nunavut Teacher Education Program trains bilingual elementary and middle school teachers in partnership with the University of Regina. The full B.Ed. program is offered at Nunatta Campus, as well as a Degree after Education Program for individuals who already hold an undergraduate degree. This funding supports the Nunavut Teacher Education Program in Iqaluit, Taloyoak, and Rankin Inlet.					
Early Childhood Education		0	1,287	1,801	1,801
The Nunavut ECE Strategy has led to the development of two unique program models—a fulltime, two-year ECE Diploma Program delivered at Nunatta campus in Iqaluit and Pond Inlet; and a workplace-based Applied ECE Certificate delivered to childcare workers in designated communities throughout Nunavut.					
Sub-Total, Base Programs		2,882	4,195	4,709	4,709

Third Party Contracts 3,498 **2,862** 2,862 2,862
 The funding supports the delivery of the Nunavut Teacher Education Program in Cape Dorset, Kugaaruk, Hall Beach, Pond Inlet, Clyde River, Arviat, and Sanikiluaq.

Total, Programs	6,380	7,057	7,571	7,571
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Priorities (2015-16)

- Initiate the examination of the possibility of delivering a Master of Education degree program with a university partner.
Status: Further outreach to potential partners is required. Discussions will be ongoing for the year. Once outreach is completed an options paper will be produced to provide viable opportunities.
- Commence delivery of the Nunavut Teacher Education program in another Kitikmeot community after the end of the Nunavut Teacher Education program in Gjoa Haven.
Status: Delivery of the program has been initiated in the community of Kugaaruk.

Priorities (2016-17)

- Develop options paper for the delivery of a Master of Education degree program and continue to explore for potential university partners.
- Deliver the Early Childhood Education Diploma in Kitikmeot/Kivalliq/Qikiqtani.
- Commence delivery of the Nunavut Teacher Education program in another Qikiqtani community after the end of the Nunavut Teacher Education program in Hall Beach.
- Assess the feasibility of delivering a Student Support Assistant program on behalf of the Department of Education.
- Review the Bachelor of Education partnership with the University of Regina.

Priorities (2017-18)

- Commence delivery of the Nunavut Teacher Education Program in another Kivalliq community after the end of Nunavut Teacher Education Programs in Rankin Inlet and Arviat.
- Engage in a comprehensive program review the Nunavut Teacher Education Program and Community Teacher Education Program, curriculum and delivery to ensure it meets the needs of the students and Department of Education.

Priorities (2018-19)

- Increase the number of specialized education support programs delivered by the Nunavut Arctic College and enhance the partnership with the Department of Education.
- Commence delivery of the Nunavut Teacher Education Program in another Kitikmeot community after the end of the Nunavut Teacher Education program in Taloyoak.

Health and Wellness Careers

The principal career programs of this division are the Social Services Worker and the Nursing Degree. These offerings are overseen by the Health and Family Services Partnership Committees with the Departments of Health and Family Services, which coordinates the training and employment of graduates.

Objectives

- To train qualified candidates for employment in improving the health and wellness of Nunavummiut.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Nursing Degree Program		2,028	2,024	2,024	2,024
Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University.					
Social Services Worker Program		487	703	1,528	1,348
The Kitikmeot Campus offers the Social Services Worker Program.					
Sub-Total, Base Programs		2,515	2,727	3,552	3,372
Third Party Contracts		482	470	470	470
Course offerings are determined by the training needs of the Department of Health and the Department of Family Services. Nunatta Campus also offers various part-time and full-time health care programs, as identified and funded by the Department of Health, such as Community Health Representatives, Home & Continuing Care Workers, Midwives, and Maternity Care Workers.					
Total, Programs		2,997	3,197	4,022	3,842

Priorities (2015-16)

- Identify funding in order to offer the Pre-Nursing program in Cambridge Bay to increase the number of Inuit nursing students from the Kitikmeot.
Status: Funding could not be secured for the program. There is one participant from the Kitikmeot taking the program in Iqaluit.
- Develop a Biochemistry & Nutrition course to replace the Chemistry course in the Pre Nursing and Nursing Degree programs.
Status: Complete.
- Revise College Foundation to ensure it will prepare students who want to take the new Social Services Worker Diploma program.
Status: The Curriculum was reviewed by stakeholders for the Social Services Program and they determined it would meet the needs of student who needed to upgrade their academic skills for entre to the program.

- Finalize new Social Services Worker Diploma program and identify a University partner for transferability of Social Services Worker Diploma to Bachelor of Social Work.
Status: The program has been finalized and the curriculum is under revision for approval by the College Board of Governors. Once approved, a potential University partner will be determined.

Priorities (2016-17)

- Identify funding for the development and delivery of on-line science courses to support student success and readiness for the Pre-Nursing and Nursing programs.
- Offer year one of the new Social Services Worker Diploma program.
- Continue to implement the recommendations of the Registered Nurses Association of the Northwest Territories and Nunavut report.
- Review the Bachelor of Science in Arctic Nursing partnership with Dalhousie University.

Priorities (2017-18)

- Identify possible electives for the Pre-Nursing program in preparation for other health related programs.
- Offer year two of the new Social Services Worker Diploma program.
- Review initial offering of the Pre-Nursing program and update the curriculum as necessary.
- Assess the feasibility of providing more career choices with the Bachelor of Social Work program.

Priorities (2018-19)

- Evaluate options for post-diploma programs that would offer advanced skills in the area of Social Work.
- Review training opportunities for practicing Nunavut Nurses that the College can support.

Trades and Technology Careers

The primary career programs of this division are in the trades area, which includes training for carpenters, housing maintainers, electricians, plumbers, and oil burner mechanics. This division works closely with the Nunavut Apprenticeship, Trade and Occupations Certification Board and the Department of Economic Development and Transportation's Nunavut Mining Round Table. Apprenticeship training is overseen by the Adult Learning Partnership Committee with the Department of Family Services.

Objectives

- To train qualified candidates for employment in Nunavut’s construction and mining industries.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
Trades Programs		4,045	3,921	3,921	3,921

Trades and technology career offerings are as follows:

	Nunatta Campus	Kivalliq Campus	Kitikmeot Campus
Trades Access	•	•	•
Pre-apprenticeship - Carpenter	•		
Apprenticeship Carpenter – Level I	•		
Apprenticeship Carpenter – Level II	•		
Apprenticeship Carpenter – Level III	•		
Apprenticeship Carpenter – Level IV	•		
Pre-apprenticeship – Housing Maintainer		•	
Apprenticeship Housing Maintainer – Level I		•	
Apprenticeship Housing Maintainer – Level II		•	
Apprenticeship Housing Maintainer – Level III	•		
Pre-apprenticeship – Electrician		•	
Apprenticeship Electrician – Level I		•	
Apprenticeship Electrician – Level II		•	
Pre-apprenticeship - Plumber		•	
Apprenticeship Plumber – Level I		•	
Apprenticeship Plumber – Level II		•	
Pre-apprenticeship – Oil Burner Mechanic		•	
Apprenticeship Oil Burner Mechanic – Level I		•	
Apprenticeship Oil Burner Mechanic – Level II		•	
Apprenticeship Oil Burner Mechanic – Level III		•	
Hairstyling Certificate			•
Pre-Apprentice Camp Cook			•
Note: All Apprenticeship Programs are Interprovincial Standards (Red Seal) except Housing Maintainer. Housing Maintainer is a Provincial Standard Program currently recognized in NWT and NU.			

Sub-Total, Base Programs	4,045	3,921	3,921	3,921
Third Party Contracts	317	-	-	-
Third party trades related program contributions				
Total, Programs	4,362	3,921	3,921	3,921

Priorities (2015-16)

- Continue capital planning to establish an Equipment Training Centre in Rankin Inlet.
Status: This is in the study phase with the Department of Community Government & Services.
- Initiate planning and design of Mine Training Centre/Kitikmeot Campus.
Status: Design of the Campus/Mine Training Centre is scheduled for 2017-18 and is subject to approval of a construction budget in the Capital Plan.
- Subject to approval of accreditation, offer first intake of the Oil Burner Mechanic Trades Qualification program.
Status: Accreditation for the Oil Burner Mechanic Trades Qualification program is scheduled for fall 2015 with program delivery slated for March 2016. Oil Burner Mechanic, Construction Electrician, Plumbing, Housing Maintainer, and Carpentry Programs accreditation was approved from November 1, 2015 to October 31, 2018.

Priorities (2016-17)

- Seek accreditation for Pre-apprenticeship Cook Program, and offer first intake of Pre-apprenticeship Cook Program.
- Pending apprenticeship student enrollment from other levels, seek accreditation for a Level 3 Apprenticeship Electrician program.
- Explore partnerships to expand delivery of the heavy equipment operator course in the communities.
- Pilot delivery of the heavy equipment operator course in the communities.

Priorities (2017-18)

- Consult with business stakeholders to ensure that program delivery is meeting their requirements.
- Prepare accreditation of Oil Burner Mechanic, Oil Burner Mechanic Trades Qualification Construction electrician, Plumbing, Housing Maintainer, and Carpentry Programs.

Priorities (2018-19)

- Review program delivery of trades and pretrades programs and implement changes.
- Prepare for accreditation of Welder, Millwright, Heavy Duty Equipment Technician, and Automotive Technician Programs in both apprenticeship and pre-apprenticeship.

Nunavut Research Institute

Nunavut Research Institute (NRI) is the lead agency for science, research, and technology development in Nunavut. It is mandated to liaise and coordinate broad-scale science projects in

Nunavut 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)	2015-16	2016-17	2017-18	2018-19
Nunavut Research Institute Nunavut Research Institute is responsible for licensing all research projects, which fall under the <i>Scientists Act</i> . It also provides logistical support to researchers.		917	921	921	921
Environment Technology The Institute delivers the Environmental Technology Diploma in Iqaluit.		366	628	628	628
Sub-Total, Base Programs		1,283	1,549	1,549	1,549
Third Party Contracts Funding supports activities for science education.		176	250	250	250
Total, Programs		1,459	1,799	1,799	1,799

Priorities (2015-16)

- Build capacity in the College for employment opportunities with Canadian High Arctic Research Station and participate in applied research programs.
Status: An environmental technology program has begun in Cambridge Bay.
- Continue dialogue with Canadian High Arctic Research Station to assess how Nunavummiut can participate in the workforce of Canadian High Arctic Research Station.
Status: Nunavut Research Institute remains on the Polar Knowledge Science and Technology Advisory Committee to provide Nunavut input.

Priorities (2016-17)

- Build capacity to enhance the use of the water quality laboratory in Iqaluit to conduct water based research and monitoring projects.
- Commence implementation of the Irving Shipbuilding Inc. applied research agreement.
- Expand the Environmental Technology Program to the Kitikmeot Campus by offering Year 2.

- In light of the Memorandum of Understanding with the Fisheries and Marine Institute of the Memorial University of Newfoundland, pursue applied research and development opportunities in fisheries, marine, and safety and ocean technology fields.

Priorities (2017-18)

- Collaborate with the Canadian High Arctic Research Station to build research capacity in Nunavut.
- Establish Nunavut Research Institute as Nunavut’s primary center of expertise for water research.

Priorities (2018-19)

- Provide leadership for a new integrated research and training partnership in the Apex river watershed research program.
- Develop new research licensing guidelines for the Scientist Act, to reflect regulatory changes resulting from implementation of the *Nunavut Project Planning and Assessment Act*.
- Secure a full time technician and additional instructor to support expanded research and training programs.

Student Services

Student Services includes residences, cafeteria, counseling, transportation, recreation, daycare, and security at the regional campuses. Student Services is spread over the three regional campuses and managed by the respective Deans, except for library services, which are managed by the Senior Academic Officer.

Objectives

- To enhance the 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)	2015-16	2016-17	2017-18	2019-19
Kitikmeot Campus		465	471	471	471
Kitikmeot Campus has 20 student family housing units and accommodations for 20 single students. It also has a daycare.					
Kivalliq Campus		902	933	933	933
Kivalliq Campus has 12 student family housing units and accommodations for 44 single students. It also has a daycare and limited recreation activities on-campus.					

Nunatta Campus 3,844 **3,940** 3,940 3,940

Nunatta Campus has a full suite of student services, including counseling services, single and family accommodations, daycare and recreation activities. The campus has 84 student family housing units and accommodation for 43 single students.

Total, Base Programs	5,211	5,344	5,344	5,344
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Priorities (2015-16)

- Enhance Student Services mandate as part of implementing the student health and wellness strategy.

Status: A business case was approved for this fiscal year, enhancing the College capacity to deliver student services and provide some of the necessary supports for students. Continued efforts are required to homogenize student services on all campuses and ensure students have equal opportunities.

Priorities (2016-17)

- Review and update student service policies.

Priorities (2017-18)

- Provide students in regional campuses with language and culture based programs from Piqqusilirivvik.
- Implement revised policies and provide training where and when it is required.
- Review and update protocols across all campuses to ensure consistency in delivery of services.

Priorities (2018-19)

- Implement revised protocols and provide training where and when it is required.

Administration Services

Administration Services is comprised 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 ensure that statutory requirements of the Government of Nunavut and the Office of the Auditor General of Canada are met.
- To lead the achievement of academic excellence.
- To lead the strengthening of College systems and operations.

Programs	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
President's Office		711	712	712	712
<p>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 Manager of Policy and Planning (Iqaluit), who manages policy development, business and capital planning processes.</p>					
Academic Affairs Office		1,155	1,035	1,035	1,035
<p>The Academic Affairs Office (Arviat) is responsible for program quality assurance, needs assessment, institutional transfer agreements, academic partnerships, and university studies. The Office is also responsible for college-wide prior learning recognition strategies, the Nunavut Teacher Education Program, professional development, and library services. The Academic Affairs Office is managed by the Senior Academic Officer.</p>					
Curriculum Development		215	216	216	216
<p>The Curriculum Development Office (Arviat) reviews all curricula for appropriate Inuit language and culture content.</p>					
Business Services Office		4,988	4,968	4,968	4,968
<p>The Business Services Office (Arviat) is responsible for the delivery of finance, human resources, registrar, and information technology services. The Office also has staff in Clyde River, Cambridge Bay, Iqaluit, and Rankin Inlet. The Business Services Office is managed by the Senior Business Officer.</p>					
Sub-Total, Base Programs		7,069	6,931	6,931	6,931
Total, Programs		7,069	6,931	6,931	6,931

Priorities (2015-16)

- Engage in a comprehensive baseline study of requirements leading to University College status.
Status: The responsibility for this priority was transferred to the Department of Education. In October 2015, it awarded a contract to KPMG to conduct of feasibility study to explore the possibility of a territorial university in Nunavut.
- Commence a review with the goal of replacing and modernizing the existing Student Records System.
Status: A review was completed scoping the college's needs. A RFP was tendered in August 2015. The college is proceeding in the final stages of the RFP process.
- Initiate the recruitment of a Manager, Finance Trainee in Arviat.
Status: The College successfully recruited a trainee for the Manager, Finance in Arviat.

Priorities (2016-17)

- Prepare for the delivery of the law degree program to commence in the fall of 2017, in partnership with other universities.
- Develop partnership for the delivery the RCMP Inuit Cadet Development program, in partnership with other colleges.
- Explore the feasibility of a Communications/Media program.
- Develop a communications plan.
- Review and revise the college’s strategic plan.

Priorities (2017-18)

- College renamed as University College and first-degree programs approved for delivery.
- Implement communications plan.

Priorities (2018-19)

- Explore options regarding the establishment of an Academic Council through the Nunavut Arctic College Act.

College	Budget (\$000)	2015-16	2016-17	2017-18	2018-19
College Sub-total, Base Programs		36,889	38,530	39,869	39,689
College Sub-total, Third Party		11,003	6,972	6,972	6,972
College Total, Programs		47,892	45,502	46,841	46,661

Financial Summary

Branch	2015-16		2016-17		2017-18		2018-19	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Compensation and Benefits	3,732	19.0	3,544	19.0	3,544	19.0	3,544	19.0
Grants and Contributions	-		-		-		-	
Other O&M	1,453		1,362		1,362		1,362	
Subtotal	5,185		4,906		4,906		4,906	
NUNAVUT RESEARCH INSTITUTE								
Compensation and Benefits	1,060	7.0	1,325	9.5	1,325	9.5	1,325	9.5
Grants and Contributions	-		-		-		-	
Other O&M	399		473		473		473	
Subtotal	1,459		1,798		1,798		1,798	
REGIONAL CAMPUSES								
Compensation and Benefits	27,153	198.6	26,482	192.10	26,782	194.1	26,782	194.1
Grants and Contributions	-		-		-		-	
Other O&M	14,095		12,316		13,355		13,175	
Subtotal	41,248		38,798		40,137		39,957	
TOTAL FUNDED	47,892	224.6	45,502	220.6	46,841	222.6	46,661	222.6
Less								
Non-GN Third Party Funding	5,556	11.0	2,580		2,580		2,580	
Less								
Non-GN Non Base Funding	9,711		8,540		8,540		8,540	
TOTAL	32,625	213.6	34,382	220.6	35,721	222.6	35,541	222.6

**DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET
– ALL SOURCES**

	Headquarters (\$000)	Qikiqtaaluk (\$000)	Kivalliq (\$000)	Kitikmeot (\$000)	Total (\$000)
Compensation and Benefits	3,544	18,826	6,562	2,419	31,351
Grants and Contributions	-	-	-	-	-
Travel and Transportation	340	1,487	135	183	2,145
Materials and Supplies	43	1,361	189	80	1,673
Purchased Services	41	620	129	35	825
Utilities	20	147	-	8	175
Contract Services	400	5,323	1,049	439	7,211
Fees and Payments	518	1,265	45	29	1,857
Other Expenses	-	160	85	20	265
Total Operations and Maintenance	4,906	29,189	8,194	3,213	45,502

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Nunavut Business Credit Corporation

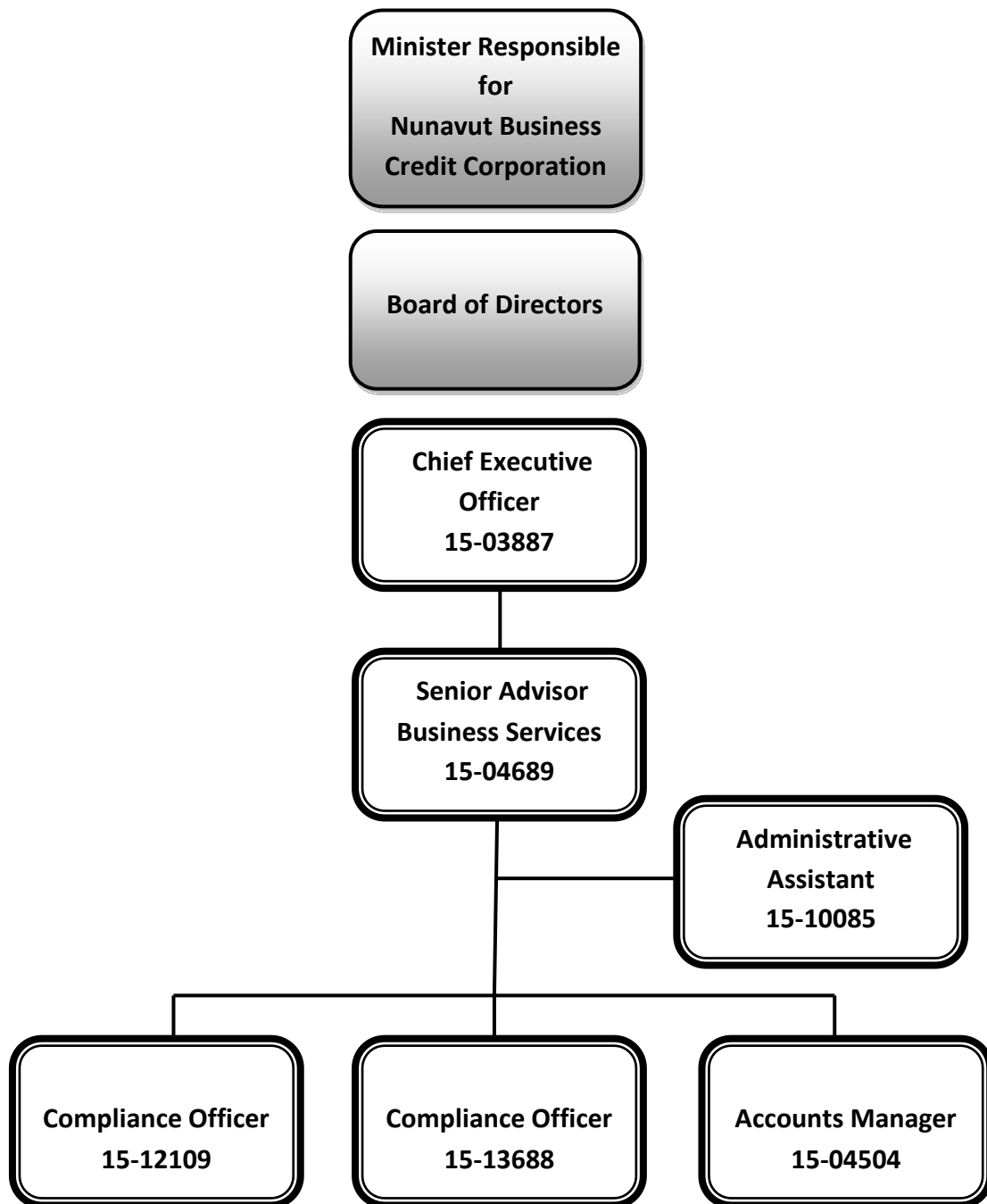
*will be the
financial solutions provider of choice
to Nunavut's business community¹.*

¹ NBCC Strategic Plan

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CORPORATE ACCOUNTABILITY CHART



Note: All positions are located at NBCC's headquarters in Iqaluit.

INTRODUCTION

The Nunavut Business Credit Corporation (NBCC) was created through the *Nunavut Business Credit Corporation Act* with a mandate to function as an agent of the Government of Nunavut (GN) to stimulate economic development and employment in Nunavut. As a Territorial Corporation, NBCC is an arms-length Public Agency of the GN and as such is bound by Part IX of the *Financial Administration Act* which is specific to public agencies.

NBCC reports to the Legislative Assembly through the Minister responsible for the Nunavut Business Credit Corporation. The Corporation's Board of Directors consists of seven to twelve directors, appointed by the Commissioner in Executive Council on the recommendation of the Minister Responsible for NBCC (Minister Responsible). The Board directs the business of the Corporation by exercising the powers and performing the duties of the Corporation in accordance with the written directions and policy guidelines established or issued by the Minister Responsible.

Based in Iqaluit, Nunavut, NBCC is managed by the Corporation's Chief Executive Officer (CEO), who is appointed by the Minister Responsible for NBCC in consultation with the Board. The CEO supervises, manages, and directs the business of the Corporation in performing its duties. All employees of NBCC are members of the Public Service of the GN and are bound by the *Public Service Act*.

NBCC has five employees who report directly or indirectly to the CEO. The Senior Advisor, Business Services manages the Corporation's lending portfolio and ensures the proper due diligence of the Corporation in performing its duties with the assistance of a four person support staff which comprise two Compliance Officers, an Accounts Manager and an Administrative Assistant. The Senior Advisor, Business Services also acts as Corporate Secretary.

MANDATE

Nunavut Business Credit Corporation (NBCC)'s mandate is to stimulate economic development and employment in Nunavut by supporting, financing, and investing in resident business enterprises. NBCC does not offer grants or forgivable credit facilities and cannot make equity investments.

As a lender of northern opportunity, NBCC provides financing alternatives to small and medium enterprises in Nunavut for whom access to credit represents a real challenge to growing their business. The majority of NBCC's clients are established businesses looking to expand or better establish themselves in their market. NBCC also accepts applications for new businesses.

Working one on one with its clients, NBCC through its rigorous due diligence process gives careful consideration to each application, ensuring the merits of each proposed enterprise. The Corporation then provides financing for those projects that offer the best opportunities for success.

MISSION

NBCC's mission is to stimulate employment and economic development throughout Nunavut. NBCC provides businesses with financing if they are unable to obtain loans from other financial institutions on reasonable terms and conditions. As a business development agency, NBCC recognizes that access to adequate capital is one of the many challenges faced by northern businesses in their attempts to take advantage of economic opportunities.

As an agent of the Government of Nunavut, NBCC strives to contribute to the government's newly established mandate, *Sivumut Abluqta: Stepping Forward Together*, with particular regard to its key priority of "economic growth through responsible development across all sectors".

KEY APPROACH

NBCC's key approach to lending is ensuring an approach that works for Nunavut. NBCC aims to provide borrowing opportunities to those Nunavut residents and businesses that have been unable to secure reasonable financing and conditions with other lenders. NBCC works closely with its clients, in partnership with other lending agencies, to provide much-needed financial services that are unavailable through traditional banking channels. NBCC does not consider itself in competition with other lenders but collaborates with them to best service the clients' unique needs. Consistent with this approach, NBCC has entered into separate Memorandums of Understanding (MOUs) with the Baffin Business Development Centre, the Kitikmeot Community Futures Incorporation, and Atuqtuarvik Corporation --- an Inuit-owned investment company serving Nunavut. NBCC is also working to formalize a relationship with the Kivalliq Business Development Centre.

SIVUMUT ABLUQTA – STEPPING FORWARD TOGETHER

NBCC supports the GN's vision of *Sivumut Abluqta – Stepping Forward Together* – through its approach to economic development.

At the heart of NBCC's mandate is a requirement to support the Territory's business community and thereby foster opportunities for Nunavummiut. This focus is consistent with *Sivumut Abluqta* priorities, as it directly supports community-based sustainable opportunities. Local economic development is most effective when based on a community's own natural resources and skills as well as its vision for the future. Each community has unique potential to create more employment opportunities for Nunavummiut.

Consistent with other key priorities under *Sivumut Abluqta*:

- NBCC is aware of the need to improve educational and training outcomes in Nunavut in order to enhance the Territory's labour force and encourage greater participation. This serves to enhance the attractiveness of Nunavut's investment environment and provides greater recognition of Nunavut's place within Canada and the broader global economy. For NBCC this highlights the need for an educational curriculum aimed at developing skills that support sound business development and sound financial management.
- A strong supporter of Nunavut's tourism industry, NBCC will continue to work with those businesses involved in highlighting what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.
- NBCC supports economic growth through responsible development across all sectors. The rugged terrain also provides a wealth of opportunity for local businesses to participate in Nunavut's burgeoning resource sector by providing on-the-ground logistics and support services.

In focusing its energies on supporting *community-based sustainable economies*, NBCC will achieve its primary mandate to foster opportunities for Nunavummiut. NBCC also recognizes the need to forge strategic partnerships and work together with other economic development organizations to achieve a greater quality of life for Nunavummiut overall.

ENVIRONMENTAL SCAN

A SOLID FOUNDATION

NBCC is a much stronger corporation today having successfully emerged in 2011 with positive audit results from the Auditor General of Canada (AG) after a troubled history of successive years of denied audit opinion and allegations of poor business practices.

Through a focused, coordinated approach initiated in 2009 that was agreed by its Board and overseen by the Public Agencies Council and the Departments of Economic Development and Transportation and Finance, NBCC's senior management successfully rebuilt the organization. Such efforts included a critical examination of its structure, resources and operating practices. This culminated in the development of a set of approved policies and procedures covering the breadth of credit, financial, governance and administrative practices – forming NBCC's policy framework.

NBCC is 83% staffed, which is a significant improvement from a few short years ago when only the most senior role was filled through a secondment from the Department of Finance. Considerable efforts have been taken since then that have led to a stronger organization capable of meeting its mandate to assist new and expanding businesses in Nunavut.

With past issues resolved, NBCC's resources can now be fully dedicated to its core business and strengthening relationships with the Nunavut business community and lending partners.

A BROADER REACH

Nunavut's economy is considered a mixed economy. It is characterized by traditional land use, and a wage based economy. This means NBCC must be able to target its services to two very broadly different sets of clients. Many economic sectors are underdeveloped and NBCC must address these specific industries to assist in the development. The entrepreneurial sector, arts and crafts sector, tourism sector and the film sector are all underdeveloped in Nunavut. By assisting with the development of these sectors while encourage ongoing development in others, it will increase employment opportunities for Nunavummiut.

NBCC will continue to focus its attention in the medium to long term on expanding its lending activities into other sectors as opportunities arise. Specifically, NBCC needs to look at how best it can support an increase in private sector participation in those industries critical to macroeconomic growth. Of course, NBCC cannot lose sight of the resource development industries tied to the Territory's natural capital and land-based economy.

Through its rebuilding efforts, NBCC also established more effective communications with its existing loan clients and new loan clients. NBCC has made significant efforts to identify how it may improve services by visiting communities, attending tradeshow, and whenever possible by meeting clients and prospective clients in person. Through these proactive efforts, NBCC's loan portfolio has grown substantially due in part to an approved increase to the level of funds available. NBCC now administers a lending fund of up to \$40 million. NBCC acknowledges the need to broaden its reach across all sectors and across all Regions and make a concerted effort to negotiate new loans with its existing clients while attracting new ones.



INTERNAL CAPACITY

NBCC has reached a turning point in its history where it is well positioned to build on all of its achievements, increase its effectiveness and enhance its reputation to meet its mandate of improving economic opportunity to support greater job creation, employment and training.

For NBCC to effectively contribute to the GN's goal of supporting community-based sustainable economies, the Corporation must capitalize on its transformation. The Corporation will strive to provide financial leadership to the community it serves, while remaining responsive to stakeholders' and clients' needs and contributing to the burgeoning business enterprises of Nunavut.

NBCC's positions are now staffed (with the exception of one administrative position) providing the dedicated internal capacity to further its lending activities. Staff members are provided formal and on-the-job training necessary to develop specific skill sets to support NBCC's business operations under its Mandate. Mentoring and cross-training initiatives are part of ongoing efforts to strengthen this capacity. Staff is now able to provide workshops on lending to clients and associations that request this service.

INUIT EMPLOYMENT PLAN

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
		Capacity %		Capacity %
Total Department Positions	6		6	
Total Filled Positions	5	83%	6	100%
Total Vacancies	1	17%	0	0%
Total Beneficiaries	2	40%	3	50%
Total Executive Positions	1		1	
Total Filled Executive Positions	1	100%	1	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	0		1	
Total Filled Senior-Management Positions	0	0%	1	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Beneficiaries in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	2		0	
Total Filled Middle-Management Positions	2	100%	0	0%
Total Vacant Middle-Management Positions	0	0%	0	0%
Total Beneficiaries in Middle-Management Positions	0	0%	0	0%
Total Professional Positions	0		3	
Total Filled Professional Positions	0	0%	3	100%
Total Vacant Professional Positions	0	0%	0	0%
Total Beneficiaries in Professional Positions	0	0%	2	67%
Total Paraprofessional Positions	2		0	
Total Filled Paraprofessional Positions	2	100%	0	0%
Total Vacant Paraprofessional Positions	0	0%	0	0%
Total Beneficiaries in Paraprofessional Positions	2	100%	0	0%
Total Administrative Positions	1		1	
Total Filled Administrative Positions	0	0%	1	100%
Total Vacant Administrative Positions	1	100%	0	0%
Total Beneficiaries in Administrative Positions	0	0%	1	100%

In 2015-16 NBCC achieved an interim target of 40% (excluding one vacancy at the time). This was a considerable achievement considering that just four years ago, NBCC only had one staff member and Inuit employment was at 0%. Existing positions which are currently filled are staffed on an indeterminate basis with long-serving GN employees.

NBCC has a commitment to increase its Inuit employment through its recruitment efforts to address vacancies within its six-person staff complement. NBCC follows established GN recruitment and hiring practices to ensure qualified beneficiaries are appropriately considered.

NBCC is committed to increasing its Inuit employment levels to representative levels as outlined in the *Nunavut Land Claims Agreement*. This will be achieved primarily through long-term training and mentorship initiatives, and NBCC's senior management is committed to working with Inuit employees to identify training and development opportunities and encourage career aspirations.

Besides ensuring that staff are able to access the suite of GN programs intended to increase Inuit employment, NBCC also ensures that Inuit employees participate in annual training sessions designed to build skills specific to NBCC's mandate (i.e. business lending and related competencies such as business valuation). This practice reinforces on-the-job experience and increases the prospects of Inuit employees to advance into management or executive roles.

OFFICIAL NUNAVUT LANGUAGES

NBCC is committed to respecting the Nunavut's culture, language and traditional Inuit knowledge – *Inuit Qaujimagatuqangit*. The Corporation recognizes the strength and perseverance of Nunavummiut, the wisdom of its elders and the potential of its youth. The Corporation acknowledges the traditional Inuit Language (Inuktitut and Inuinnaqtun) as well as French and English – which together are recognized as the official languages of Nunavut. As an agent of the Government of Nunavut, NBCC endeavors to comply with the *Official Languages Act*. NBCC clearly and prominently labels publications, advertising and promotional products and other forms of material and products in Nunavut's official languages.

ACHIEVEMENTS

With the oversight and direction of its Board, NBCC's senior management has successfully rebuilt the Corporation and, with a strong foundation in place, NBCC has been able to significantly broaden its loan portfolio in recent years.

NBCC was able to successfully:

- ✓ Increase the loan portfolio
- ✓ Increase the sectors funded
- ✓ Meet all statutory requirements for our annual report, setting a record for timeliness not only for its own reporting but exceeding that of the GN's other Territorial corporations
- ✓ Receive an unqualified audit opinion for 2010 and each year since
- ✓ Implement better communication strategies to reach stakeholders through a multi-pronged approach including onsite meetings, informative newsletters and an updated corporate website.

CORE BUSINESS

NBCC is a lending institution and does not offer grants or forgivable loans and cannot make equity investments. Its core business is to provide appropriate financing solutions to small and medium enterprises (SMEs) in Nunavut who require between \$150,000 and \$1 million in loans or guarantees. The \$1 million dollar limit has been in place for more than a decade. Due to rising costs over the years, NBCC clients do not have the same purchasing or building power with the \$1 million dollars as they did a decade ago. NBCC is working in consultation with the GN to determine if this threshold could be increased to better serve our clients.

Credit applications up to \$500,000 are approved by the Board of Directors. Credit amounts exceeding this threshold must be approved by the Minister Responsible for NBCC. The Corporation's maximum borrowing limit is set at \$50 million of working capital from the GN. Of this amount, NBCC has currently accessed \$40 million.

Security is a requirement for all financing. The Corporation's policy on the amount of security is conservative and consists for the most part of a combination of a mortgage on real property, a pledge on personal property, and a personal/general guarantee from the principals of the business enterprise applying for credit.

NBCC loans are structured to allow for a comfortable cash flow through such strategies as:

- *Interest only payments for up to three years;*
- *Payments only to match cash rich periods of the business cycle;*
- *Graduated payments;*
- *Balloon payments; and*
- *Suppliers' credit.*

The types of projects that NBCC considers from small and medium sized businesses include:

- *The purchase of fixed assets;*
- *Leasehold improvements;*
- *Consolidation of debt;*
- *Bid bond security for contractors;*



- *Providing working capital for inventory acquisition; and*
- *Interim or bridge financing.*

NBCC works in partnership with the majority of other lending organizations in the Territory to support enterprises doing business in Nunavut. NBCC's major partners are the Community Future organizations in each region of Nunavut and the Atuqtuarvik Corporation in Rankin Inlet. NBCC is now also working in conjunction with commercial banks when the lending limit required by clients exceeds NBCC's threshold of one million dollars.

In the past, NBCC has worked closely with Community Future organizations such as Baffin Business Development Corporation (BBDC) in the Qikiqtaaluk Region to service clients which fell below NBCC's lower threshold of \$150,000. Working in tandem with NBCC, Community Future organizations often referred their larger clients to NBCC, while some NBCC clients have been referred to their regional Community Future organization for more appropriate financing solutions. Community Future organizations are more adept at meeting small business needs (Notably both BBDC and Kitikmeot Community Futures Inc. have both increased their maximum lending threshold to \$250,000 from \$150,000 in recent years).

Atuqtuarvik Corporation, a subsidiary of Nunavut Tunngavik Incorporated (NTI), focuses on supporting Inuit-owned firms only. NBCC, as a Territorial corporation, must make itself accessible to all applicants doing business in Nunavut. As strategic partners, NBCC and Atuqtuarvik communicate regularly. It is common for the two organizations to provide loans to those projects with significant financing needs. NBCC has formalized relationships by establishing separate MOUs with Atuqtuarvik and two of the three community futures organizations and is actively working with the third.

As NBCC cannot fulfill loan requests exceeding \$1 million, the Corporation refers such requests to the Business Development Bank of Canada (BDC). However, there is not a BDC office in Nunavut to directly provide services to clientele in the Territory.

PRIORITIES FOR 2015-2016

1. Work with tourism businesses involved in showcasing what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.

Status: NBCC supports Nunavut's emerging private sector by generating interest in the territory through participation in the regional Trade Shows as well as the Northern Lights Symposium (held every two years) in Ottawa. NBCC uses every occasion while speaking with individuals within and outside the Territory to highlight the territory's unique features and opportunities. However, NBCC leaves targeted marketing campaigns to those Nunavut-based organizations that have the appropriate mandate and resources.

2. Support economic growth through responsible development across all sectors by providing on-the-ground logistics and support services.

Status: NBCC assists potential clients by providing upfront business counseling through the application process and provides ongoing after-care to new and existing clients.

3. Continue to support community-based sustainable economies, forge strategic partnerships, and work together with other economic development organizations.

Status: NBCC strives to work closely and cooperatively with other funders including Community Futures, Atuqtuarvik Corporation, Kakivak Association, Baffin Business Development Corporation, the Government of Nunavut (principally the Department of Economic Development and Transportation) and others, such as the Chambers of Commerce, to ensure that new, as well as existing clients, receive timely and relevant information, to gain needed financing and support to build their businesses.

4. Broaden its reach across sectors and across the Territory, and make a concerted effort to negotiate new loans with existing and new clientele.

Status: Through funding obtained from the Strategic Investment Program³ (SIP), NBCC has been able to visit each region and the majority of its communities over the past three years. In serving Nunavummiut, it is critical for NBCC's staff to meet with new and existing clients in their own communities and to enhance and update the Corporations knowledge of Nunavut's communities. NBCC is unable to pursue these opportunities within its core funding and is reliant on funding made available through the SIP fund.

5. Assist in the development of the entrepreneurial sector, arts and crafts sector, tourism and the film sector while ensuring ongoing development in other sectors.

³ Administered by the Department of Economic Development and Transportation.

Status: *Through its active participation in trade shows and community visits, NBCC staff highlights its lending program to new and aspiring entrepreneurs across Nunavut and strongly encourages all those eligible to submit requests for funding to support their business interests. NBCC considers all applications. The Corporation's staff work closely with those who seek financing to pursue a viable business opportunity and also provide information to those who seek information about starting a business. Those who do not meet NBCC's lending criteria are referred to other funders who are better able to meet their requirements.*

6. Explore options on how best to support an increase in private sector participation in those industries critical to macroeconomic growth.

Status: *NBCC considers all its activities that serve to highlight its lending program and broaden its reach to Nunavummiut such as attending trade shows, making presentations and visiting communities across the territory to potential new clients address this priority. It is part of its ongoing service under its mandate.*

7. Offer to lead the delivery of business-focused workshops at regional trade shows.

Status: *NBCC staff led workshops at each of the regional trade shows this year.*

8. Build awareness of NBCC activities in each of the Nunavut communities by working with the hamlets and schools.

Status: *NBCC staff contacts local organizations and officials as well as existing clients whenever it visits a community. It also meets with aspiring entrepreneurs and existing business to assess their requirements for financing. This is done as part of NBCC's regular activities when traveling to a community. Accordingly, this approach was taken during the 2014-15 year under travel provided through the Strategic Investment Program.*

9. Develop a strategy to seek new business clients by determining sectors or priority areas that require additional targeting.

Status: *This strategy was pursued through travel to Nunavut communities and was part of its application for travel funds under the Strategic Investment Program.*

10. Create a series of practical guides for northern business.

Status: *Guides were produced and are now used by NBCC staff in business presentations and are provided to clients and potential clients.*

11. Provide a board portal for members including training.

Status: *NBCC continues to assess the costs of an enhanced website but there is presently no ability to pursue this option within its core funding.*

12. Support efforts to increase the loan limit to \$2 million per business enterprise.



Status: NBCC continues to work with the GN on this issue; however, as the loan limit falls under the NBCC Act, legislative change will be required. NBCC's Board and senior management have requested a comprehensive review of its legislation, as it remains essentially unchanged since the territory's inception over 15 years ago.

PRIORITIES FOR 2016-2017

1. Provide governance training for the Board of Directors.
2. Evaluate loan processing software to determine the best software to meet NBCC needs.
3. Undertake an in-depth three-year review of policies and procedures.
4. Conduct a comprehensive review of the *NBCC Act* to assess the relevance of NBCC's existing mandate to enhance opportunities for Nunavummiut and its role to support the evolving needs of a growing private sector across the Territory.
5. Assess means of engaging youth in developing small business opportunities.

PRIORITIES FOR 2017-2018

1. Review recommendations based on the comprehensive review of the *NBCC Act* to assess the relevance of NBCC's existing mandate to enhance opportunities for Nunavummiut and its role to support the evolving needs of a growing private sector across the territory.
2. Sponsor a business conference in the territory to assist and encourage small business.

PRIORITIES FOR 2018-2019

1. Sponsor a business case competition for Nunavut youth.
2. Consider options for an online (fillable) application process for clients.
3. Sponsor a business conference in the territory to assist and encourage small business.
4. Implement recommendations of the review of the *NBCC Act*.

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Purpose

The Nunavut Development Corporation (the “Corporation” or “NDC”) is a Territorial Corporation of the Government of Nunavut (the “Government”) named in Schedule B of the *Financial Administration Act* (“FAA”), and operates in accordance with Part IX of the FAA, the *Nunavut Development Corporation Act* (the “Act”) and the *Business Corporations Act*.

Section 25 of the *Nunavut Development Corporation Act* pertains to the submission of an annual corporate plan, operating budget, and capital budget as described in Sections 91 to 93 of the FAA. Section 25 of the Act also requires that the Corporation disclose projected investments, borrowings and the amount of subsidies to be paid to subsidiary companies and NDC projects.

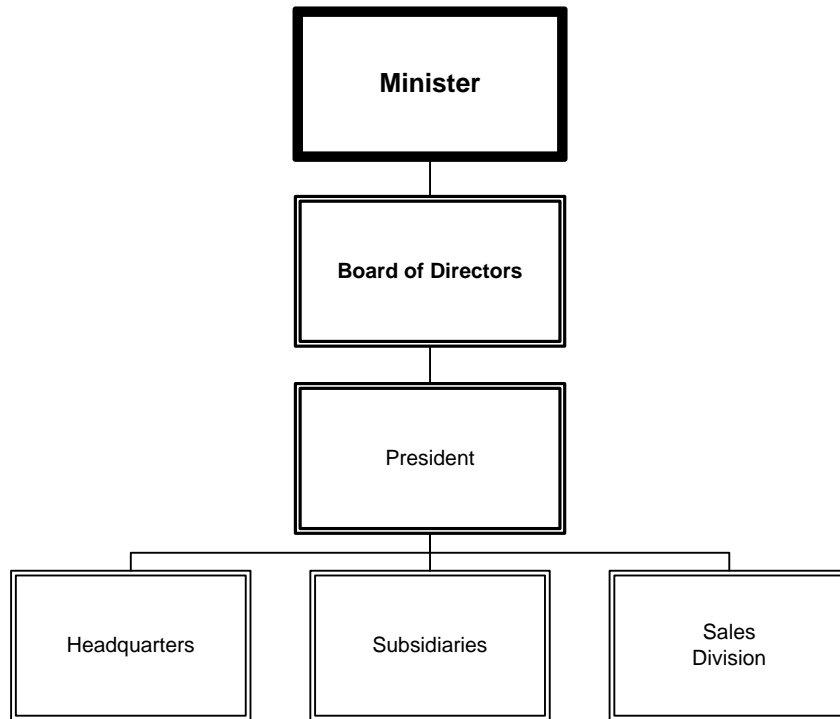
The legislated objectives of the Corporation, as stipulated in Section 3 of the Act, are as follows:

- “(a) to incorporate, establish and carry on the business of companies and to develop, establish, operate, manage and carry on the business of projects, directly or indirectly, within the Corporation in order to:*
- (i) create employment and income for residents of the Territory, primarily in small communities;*
 - (ii) stimulate growth of businesses in the Territory; and,*
 - (iii) promote economic diversification and stability.*
- (b) to invest in business enterprises in order to:*
- (i) stimulate growth of businesses in the Territories; and,*
 - (ii) promote economic diversification and stability; and,*
- (c) promote the economic objectives of the Government of Nunavut.”*

Mission

To make responsible investments in target Nunavut economic sectors that help create employment and income opportunities, stimulate the growth of business and promote economic diversification and stability with an emphasis on investing in Nunavut’s smaller communities.

Accounting Structure



Inuit Employment Plan

Departmental Inuit Employment Targets				
	As of Sept. 30, 2015		As of March 31, 2017	
		Capacity %		Capacity %
Total Department Positions	5		5	
Total Filled Positions	5	100%	5	100%
Total Vacancies	0	0%	0	0%
Total Beneficiaries	3	60%	3	60%
Total Executive Positions	1		1	
Total Filled Executive Positions	1	100%	1	100%
Total Vacant Executive Positions	0	0%	0	0%
Total Beneficiaries in Executive Positions	0	0%	0	0%
Total Senior-Management Positions	0		0	
Total Middle-Management Positions	3		3	
Total Filled Middle-Management Positions	3	100%	3	100%
Total Vacant Middle-Management Positions	0	0%	0	0%
Total Beneficiaries in Middle-Management Positions	3	100%	3	100%
Total Professional Positions	1		1	
Total Filled Professional Positions	1	100%	1	100%
Total Vacant Professional Positions	0	0%	0	0%
Total Beneficiaries in Professional Positions	0	0%	0	0%

Executive - President & CEO

Darrin Nichol
darrin@ndcorp.nu.ca

Middle Management - Manager of Finance & Administration

Bernadette Tutanuak (NLCA beneficiary)
berni@ndcorp.nu.ca

Middle Management - Business Advisor – Processing & Harvesting

Kyle Tattuinee (NLCA beneficiary)
kyle@ndcorp.nu.ca

Middle Management - Business Advisor - Cultural Industries

Goretti Kakuktinniq (NLCA beneficiary)
goretti@ndcorp.nu.ca

Professional - CFO

Balaji Ramamani , CMA
balaji@ndcorp.nu.ca

Strength in Inuit Staffing

The small corporate staffing compliment makes succession planning challenging. Challenges accessing government staff housing for senior staff and subsidiary management can also be problematic in terms of attracting qualified Inuit staff.

NDC presently maintains a 60% Inuit staffing rate at its headquarters offices while subsidiaries staff at approximately 85% NLCA beneficiaries.

Filling positions with qualified local Inuit staff is essential both at our subsidiary companies and headquarter offices. A strong Inuit workforce is good business and NDC will endeavor to continue to increase its Inuit employment.

NDC supports long-term training and development for Inuit staff through participation in individualized training opportunities such as:

- GN-wide employee development programs such as the *Hivuliqtikhanut* Program.
- Occupation-specific professional development, including enrollment in professional associations and participation in targeted conferences and seminars.

Sivumut Abluqta

NDC represents Nunavummiut working together to create jobs, grow business and provide income-earning opportunities for fellow Nunavummiut. NDC prioritizes investment and economic opportunities in Nunavut's arts, harvesting and tourism sectors with an emphasis on Nunavut's smaller communities. NDC believes that Nunavummiut are resourceful and innovative and the Corporation seeks out community-based solutions that help grow local economies. NDC's investing initiatives promote productive choices for Nunavut residents yielding improved self-sufficiency and self-reliance among residents. In assessing NDC investment opportunities, the Corporation seeks to not only advance employment, business and income earning opportunities but also ensure that the goods provided by the potential investee will directly benefit the Nunavut economy.

Operations

The Corporation is currently invested in eight Nunavut subsidiary companies spread throughout the Kitikmeot, Kivalliq, and Qikiqtani Regions operating primarily in Nunavut's arts, harvesting and tourism sectors. The Corporation also operates a southern Inuit art marketing division. NDC manages a Venture Equity fund that prioritizes equity investments in qualifying Inuit and Nunavut businesses operating in the priority economic sectors with an emphasis on placing investments that support Nunavut's smaller communities.

Critical Issues and Challenges

- *High Energy Costs*

The cost of business overhead expenses in Nunavut is extreme. NDC subsidiary companies continue to incur high-energy costs making production expensive at its Nunavut plants. Increases in power and fuel costs over the past ten years have driven up production cost overheads at the processing plants. These costs are passed on to the consumer making products more costly. NDC prioritizes capital investments at its facilities to support enhanced energy consumption and efficiencies.
- *Aging Infrastructure*

NDC's subsidiary companies are operating in facilities in excess of twenty years old. In order to remain safe, compliant and in a state of good repair, the structures require increasing and ongoing investment to address a variety of issues ranging from basic wear and tear to more complex and costly structural upgrades and geotechnical assessments.
- *Changing Wholesale Inuit Art Market Segment*

The southern wholesale market segment for Inuit art has become more difficult. As recently reported in the Review of Sanaugait (*Nordicity-June 2014*) “wholesale revenue declined by more than 30% as a result of increasing trade restrictions, declining sales in the global art market, declining number of Inuit galleries and increasing competition from online and direct sales”; changing client demographics and other external factors are also placing downward pressure on this segment.
- *Reduced Transarctic Airline Capacity*

Recent service reductions to Nunavut's transarctic airline network is of significant concern. NDC draws in fish and other Nunavut produced goods from communities across Nunavut located in each of Nunavut's three regions. An efficient east/west transarctic cargo network offering both necessary cargo capacity and competitive freight rates is essential to the ongoing growth of Nunavut's inter-settlement trade economy. Reductions in transarctic air services could significantly limit growth in this essential area of the Nunavut economy.
- *Strength in Inuit Staffing*

The small corporate staffing compliment makes succession planning challenging. Challenges accessing government staff housing for senior staff and subsidiary management is also problematic in terms of attracting qualified Inuit staff. Filling positions with qualified local Inuit staff is essential, both at our subsidiary companies and headquarter offices. A strong Inuit workforce is good business and NDC will endeavor to continue to increase its Inuit employment. NDC presently maintains a 60% Inuit staffing rate at its headquarters offices while subsidiaries staff is approximately at 85% Inuit.

Objectives & Strategic Approaches

- 1. Subsidiary Companies** - NDC holds varying equity interests in the subsidiary companies ranging from 51% to 100% of the common voting shares. NDC makes capital investments and provides operating subsidies to subsidiary companies in accordance with its; Corporate Plan, Main Estimates and Investment Policies and Guidelines under Section 16 of the Nunavut Development Corporation Act – Capital Fund, Subsidy Fund and Capital Reserve Fund. The subsidiary companies generate a variety of employment and income earning opportunities for Nunavummiut in sectors such as cultural industries, fishing, harvesting and food processing. NDC prioritizes the sale of finished goods produced at its subsidiaries back into Nunavut and other northern markets. The proximity to these markets can help reduce shipping costs and increase interest among consumers in Nunavut. Other circumpolar markets are generally strong.
- 2. Sales Division** – For 25 years, NDC’s Sales Division has offered a wholesale marketing service to Nunavut artists and businesses operating in Nunavut’s cultural industries sector. This segment has changed significantly with many external forces driving this change. There are many reasons for the changes including fewer galleries, few collectors, international export restrictions, pricing, online sales and a changing customer demographic to name a few. There will always be interest in Inuit sculpture and art both in Canada and abroad but changes in the way NDC and other wholesalers presently operate are required to reflect the new market environment. Market specialization, strategic partnerships, online selling and an overriding commitment to customer service are essential elements as is an ongoing commitment to improved operating efficiencies.
- 3. New Investments** - NDC will continue to seek out new equity investments that help create employment and income for Inuit and investments that support business growth primarily in Nunavut’s smaller communities. NDC will also continue to emphasize investments in the sectors of cultural industries, the fishery, harvesting and tourism primarily as the local economies of Nunavut’s small communities can support these essential economic sectors.

Capital Fund, Subsidy Fund, Capital Reserve Fund - Section 16 of the Nunavut Development Corporation Act establishes the Capital Fund, Subsidy Fund and the Capital Reserve Fund. This Section along with NDC’s Corporate Plan, Main Estimates and Investment Policies and Guidelines both govern and allow for the incorporation, establishment and management of new subsidiary companies in Nunavut’s smaller communities.

Venture Investment Fund, Venture Reserve Fund - Section 17 of the Nunavut Development Corporation Act establishes the Venture Investment Fund and Venture Reserve Fund. This Section along with NDC Corporate Plan, Main Estimates and Investment Policies and Guidelines both govern and allow for new equity investments

in Nunavut or Inuit owned business enterprises where the Corporation does not hold a controlling equity interest.

Along with creating employment and income earning opportunities, these equity investments help grow and expand businesses operating in our smaller communities and provide for a measure of economic diversification. NDC's equity investment also helps the business enterprise lever additional financing such as loans, grants and government contributions.

- 4. Headquarters** - NDC's Headquarter offices located in Rankin Inlet consist of five essential staff members. These five staff members provide a variety of business supports and corporate services throughout the organization including ongoing operational support, strategic planning, budgeting, production planning, financial monitoring, human resource support, board support, corporate filings, project management and legal support to the subsidiary companies and sales division. For new investment proposals, HQ undertakes proposal reviews, liaises with other Nunavut funding agencies, prepares requests for decisions, drafts shareholders agreements and subscription agreements as well as provides ongoing investment follow-up. Corporately, HQ staff prepares the annual business plan, main estimates, the consolidated financial statements, and the annual report.
- 5. Transparency & Accountability** – NDC places a high value on financial reporting. NDC takes seriously the trust imposed upon the organization through the Nunavut Government's appropriation of public funds to support the Corporation's objectives. NDC remains committed to effective and efficient financial reporting and the transparent and accountable use of public funds.

NDC's Subsidiary Companies

Section 16(2) of the Act enables the Corporation to make capital investments in subsidiary companies controlled by the Corporation. Section 16(4) of the Act enables the Corporation to pay annual operating subsidies to its subsidiary companies up to the prescribed maximums or as approved by the Government of Nunavut Financial Management Board.

Presently the Corporation has eight subsidiary companies located in six Nunavut communities:

Ivalu – Rankin Inlet

Ivalu carries an extensive inventory of Nunavut produced art and craft items for both its local retail operations, and to support its growing wholesale business in Nunavut and the circumpolar north. Along with produced goods from partner companies such as Uqqurmiut Arts and Crafts, the Jessie Oonark Center, Kiluk and Taluq Designs, Ivalu carries a growing selection of books, music, collectables, sculpture, clothing and jewelry from independent producers all across Nunavut. The company will continue to seek out new Nunavut producers to promote both the producers work and to enhance and expand Ivalu's products being offered. Ivalu will also continue developing its growing Nunavut and circumpolar wholesaling arm from its Rankin Inlet location, offering northern business enterprises a unique opportunity to purchase a wide variety of art and craft items from all corners of Nunavut at affordable wholesale prices for retail in their businesses and communities. Ivalu will also continue to run its Ivalu online retail store, serving online clients from as far away as central Europe.

Jessie Oonark – Baker Lake

Jessie Oonark (JOL) will continue to incorporate a micro-leasing approach to assist in offsetting the company's high operating costs while providing commercial space for small local businesses or agencies to operate. Working closely with Ivalu and other partner companies JOL will continue to build its retail product line for residents and visitors alike at the local JOL gift shop. JOL also provides a variety of important supply services to its partner companies and business enterprises across Nunavut, from art and jewelry to screening printing and embroidery.

Kiluk – Arviat

Kiluk will design and manufacture its evolving sealskin product line incorporating its digital embroidery capacity. The company will provide Agnico-Eagle Mines with services such as tailoring and garment repair. Kiluk will continue its production partnership with the Maplelea Doll Company producing accessories for the company. Kiluk is a popular stop for visitors and locals alike and the store will continue to carry Nunavut produced goods from Uqqurmiut Arts and Crafts, Taluq Designs and the Jessie Oonark Center along with locally produced arts and crafts. The company also offers tailoring and repair services to residents of Arviat.

Kitikmeot Foods – Cambridge Bay

Kitikmeot Foods Ltd (KFL) will continue to work with local fishermen and the Ekaluktutiak HTO to harvest char from commercial water bodies in and around the community of Cambridge Bay. KFL will continue to work in conjunction with the HTO on the 2016 commercial muskox harvest scheduled for the winter of 2016. The company maintains many important sales and distribution partnerships both local and within Nunavut but also with adjacent jurisdictions such as the NWT and Alberta. KFL also maintains a unique sales partnership with San Francisco based “Cleanfish” who distributes “Truly Wild” arctic char to key US markets. The company maintains a strong local sales base within Cambridge Bay. The company is Nutrition North Canada registered and applies the subsidy to any inter-Nunavut sales. KFL also looks to strengthen its relationship with PEI based Mini Mills Inc. in the sale of raw muskox hides for qiviut extraction and fabrication into yarn, and leather goods. KFL will continue supporting regional social agencies and community organizations to assist in addressing food security by donating country food to these groups and will collaborate with the Department of Fisheries and Oceans in supporting fisheries research in lakes and rivers in the Cambridge Bay area.

Kivalliq Arctic Foods – Rankin Inlet

Kivalliq Arctic Foods (KAF) will continue to work with fishermen, communities and HTOs to purchase char harvested from Nunavut commercial water bodies. KAF will, in conjunction with its partner the Issatik HTO, manage the operations of the Papiruaq Fisheries fish plant in Whale Cove, supporting both a summer char harvest and a fall beluga harvest. KAF will also work in conjunction with the Aqigiq HTO and the Hamlet of Chesterfield Inlet to manage the operations of the Iqalupik Fish Plant to support the summer char harvest there. KAF purchases caribou and muskox from hunters throughout the Kivalliq during the winter months for processing at the plant. The company is Nutrition North Canada registered and applies the subsidy to intra-Nunavut sales of processed country food. KAF has built strong relationships with individual Nunavut customers and commercial clients. KAF will also work to support regional social agencies and community organizations to assist in addressing food insecurity by donating country food to these groups.

Papiruaq Fisheries – Whale Cove

The Papiruaq Fisheries fish plant will continue to operate in July and August supporting a local summer char fishery. With the support of the Issatik HTO, Papiruaq Fisheries will also purchase maktaaq from local hunters. The plant utilizes local labour and is operated through Kivalliq Arctic Foods in coordination with the Issatik HTO.

Taluq Designs – Taloyoak

Taluq Designs will continue to produce its well-known slipper and mitt products. The company will also continue to support the local economy by having seamstresses produce from home its line of Inuit themed packing dolls. Taluq is a popular stop for locals and visitors alike; they will continue to stock their gift shop with Nunavut produced goods from Uqqurmiut Arts and Crafts, the Jessie Oonark Center and Kiluk along with carrying a selection of locally produced arts and crafts for resale. The company also visits Kugaaruk to purchase art and craft items from the community.

Uqqurmiut Arts & Crafts – Pangnirtung

Pangnirtung has some of the most prolific jewelry producers in Nunavut. Uqqurmiut Arts and Crafts (UAC) will continue to advance this local skill set through increased purchases from local producers for resale across Nunavut and beyond. The company operates the internationally renowned Pangnirtung Tapestry Studio that produces iconic product lines such as Pang hats, scarves, blankets and mitts. The studio also seeks out opportunities for custom tapestry production for corporate clients and public organizations. The well-known craft shop, popular with visitors and local residents, offers sculpture, woven goods, Inuit prints along with other Nunavut produced goods from Kiluk, the Jessie Oonark Center and Taluq designs. UAC's partnership with Canada Post, to operate the local postal outlet, and the company's long-standing service partnership with Qiniq are important local services offered through UAC that generate additional revenues for the Centre. The additional revenues help offset the high operating costs associated with running the facility.

Measures of Success

Efficiency, Economy and Effectiveness

Financial Reporting	*2016-17	* 2015-16	2014-15	2013-14
Date of board approval - audited financial statements	July 31	July 31	July 31	July 24
Compliant - Sec100 FAA Submission of Annual Report	Yes	Yes	Yes	Yes
Audit Qualifications	None	None	None	None

* identifies forecasted estimate

Employment created or maintained	*2016-17 Forecast	*2015-16 Forecast	2014-15 Actual	2013-14 Actual
Ivalu	4.00	2.50	4.19	3.30
Jessie Oonark	4.50	4.40	4.75	4.38
Kiluk	5.50	4.50	5.66	5.35
Kitikmeot Foods	7.50	10.00	7.75	9.06
Kivalliq Arctic Foods	14.50	12.00	14.85	11.44
Pangnirtung Fisheries	-	35.00	16.72	27.97
Taluq Designs	2.00	2.10	2.15	1.82
Uqqurmiut Arts & Crafts	13.50	10.00	13.50	11.09
Venture Investments	65.00	20.00	49.25	10.05
NDC	10.00	12.00	8.50	13.50
Total	126.50	112.50	127.32	97.96

* identifies forecasted estimate

Diversifying Investments	*2016-17 (\$000)	*2015-16 (\$000)	2014-15 (\$000)	2013-14 (\$000)
New Venture Investments	500	500	375	475

* identifies forecasted estimate

Government Funding	*2016-17 (\$000)	2015-16 (\$000)	2014-15 (\$000)	2013-14 (\$000)
Government of Nunavut	3,358	3,358	3,358	3,358

* identifies forecasted estimate

Financial Performance	*2016-17 (\$000)	*2015-16 (\$000)	2014-15 (\$000)	2013-14 (\$000)
Net sales	2,785	2,580	3,903	5,198
Profit (loss)	269	413	381	279

* identifies forecasted estimate

Investment Fund Summary

Section 16(1) of the Act requires the Corporation to establish a Subsidy Fund, a Capital Fund and Capital Reserve Fund. Section 17(1) further requires the Corporation to establish a Venture Investment Fund and a Venture Reserve Fund. The Corporation also maintains a General Operating fund.

Prescribed Maximum

The Prescribed Maximum is the maximum amount payable each year from the Subsidy Fund, Capital Fund, Capital Reserve Fund, Venture Investment Fund and/or Venture Reserve Fund for each job created or maintained in a subsidiary, project or business enterprise.

Subsidy Fund

The Subsidy Fund allows the Corporation to pay an operating subsidy to a subsidiary for each job directly or indirectly created or maintained up to a prescribed maximum or for a greater amount with the approval of the Financial Management Board.

Subsidiary Company	Subsidiary Forecasted Employment 2016-17	Prescribed Maximum at \$37,997 / job	Operating Subsidy Budgets 2016-17	Within Prescribed Maximum
Ivalu	4.00	151,988	-	Yes
Jessie Oonark	4.50	170,986	165,000	Yes
Kiluk	5.50	208,983	140,000	Yes
Kitikmeot Foods	7.50	284,977	330,000	Yes
Kivalliq Arctic Foods	14.50	550,956	260,000	Yes
Taluq Designs	2.00	75,994	70,000	Yes
Uqqurmiut Arts & Crafts	13.50	512,959	238,000	Yes

Capital Fund

The Capital Fund allows the Corporation to pay a capital subsidy to a subsidiary for each job directly or indirectly created or maintained up to a prescribed maximum or for a greater amount with the approval of the Financial Management Board.

Subsidiary Company	Subsidiary Forecasted Employment 2016-17	Prescribed Maximum at \$37,997 / job	Capital Subsidy Budgets 2016-17	Within Prescribed Maximum
Ivalu	4.00	151,988	-	Yes
Jessie Oonark	4.50	170,986	6,000	Yes
Kiluk	5.50	208,983	15,000	Yes
Kitikmeot Foods	7.50	284,977	36,000	Yes
Kivalliq Arctic Foods	14.50	550,956	78,000	Yes
Taluq Designs	2.00	75,994	-	Yes
Uqqurmiut Arts & Crafts	13.50	512,959	44,000	Yes

Capital Reserve Fund

Ten percent of the sum paid from the Capital Fund is to be directed to the Capital Reserve fund. The Capital Reserve fund can be used to make additional investments or can be used as short term financing to provide a subsidiary with sufficient sums to carry on its business, up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

Venture Investment Fund

Allows the Corporation to purchase shares or otherwise invest in a business enterprise up to a prescribed maximum or in an amount greater with the approval of the Financial Management Board.

Venture Reserve Fund

Ten percent of the sum paid from the Venture Investment Fund is to be directed to the Venture Reserve Fund. The Venture Reserve Fund can be used to make additional investments in a business enterprise in which it has invested in return for shares or a larger proportion of ownership in the business enterprise or as short-term or long-term financing in an amount up the prescribed maximum or in an amount greater with the approval of the Financial Management Board.

General Operating Fund

This fund allows the Corporation to fund its Headquarter and Sales Division operating activities. The Corporation identifies its General Operating Fund requirements annually in the corporate plan.

Source and Use of Funding

Three-Year Forecast (\$000)

	Budget 2018/19	Budget 2017/18	Budget 2016/17	Total
Opening Balance	0	0	0	0
Sources of Cash				
GN Contribution	3,358	3,358	3,358	10,074
Uses of Cash				
Ivalu	-	-	-	-
Jessie Oonark	165	165	165	495
Kiluk	140	140	140	420
Kitikmeot Foods	330	330	330	990
Kivalliq Arctic Foods	260	260	260	780
Pangnirtung Fisheries	-	-	-	-
Taluq	70	70	70	210
Uqqurmiut Arts & Crafts	238	238	238	714
Subsidiary Operations	1,203	1,203	1,203	3,609
Headquarters	1,455	1,455	1,455	4,365
Sales Division	200	200	200	600
Total Operational Use of Funds	2,858	2,858	2,858	8,574
Capital Expenditures	190	190	190	570
Venture Equity	310	310	310	930
Total Use of Cash	3,358	3,358	3,358	10,074
Closing Balance	0	0	0	0

Main Estimates

Operating Budget

	Operating Budget 2018/19	Operating Budget 2017/18	Operating Budget 2016/17	Revised Operating Budget 2015/16	Operating Budget 2015/16	Actual Expenditures 2014/15
Compensation & Ben.	902,000	902,000	892,000	882,000	896,000	820,579
Grant & Contributions	1,403,000	1,403,000	1,403,000	1,403,000	1,403,000	1,454,728
Travel & Transport	240,000	240,000	240,000	240,000	240,000	197,110
Materials & Supplies	15,000	15,000	15,000	15,000	15,000	12,875
Purchased Services	200,000	200,000	200,000	200,000	197,000	141,610
Utilities	41,000	41,000	41,000	41,000	26,000	34,018
Contract Services	85,000	85,000	95,000	105,000	60,000	41,709
Fees & Payments	17,000	17,000	17,000	17,000	22,000	15,680
Other Exp./Income	(45,000)	(45,000)	(45,000)	(45,000)	(1,000)	(64,858)
Total O&M	2,858,000	2,858,000	2,858,000	2,858,000	2,860,000	2,653,451
Capital Expenditures	190,000	190,000	190,000	230,000	230,000	160,000
Venture Equity	310,000	310,000	310,000	270,000	270,000	375,000
Total Expenditures	3,358,000	3,358,000	3,358,000	3,358,000	3,360,000	3,188,451

Priority Items

Priority Items 2015-16

1. Venture Investment Fund - Working within the Corporation's Investment Guidelines, and the NDC Act, the Corporation will continue to receive applications to the Venture Investment Fund. Investments from the fund will be of a preferred, non-controlling nature and continue to prioritize Inuit and Nunavut businesses operating in Nunavut's arts, harvesting and tourism sectors. NDC will continue to emphasize investments that support employment and income earning opportunities and the growth of business in our smaller Nunavut communities. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.

Status: NDC has been in contact with numerous communities as well as other investment agencies on possible new venture-equity investment opportunities for Nunavut business enterprises located in our smaller communities. \$310,000 has been allocated from NDC's approved Main Estimates to the Venture Investment Fund and two venture-equity financing proposals from Nunavut business enterprises totaling \$700,000 are currently being assessed. The key objectives of this fund is to stimulate the growth of business in Nunavut and promote economic diversification and stability along with generating employment and income earning opportunities for local residents.

2. Capital Fund & Subsidy Fund - Working within the Corporation's Investment Guidelines and the NDC Act, NDC will assess opportunities for new subsidiary company investment in Nunavut's smaller communities. Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions. Any new equity investments leading to the incorporation of a new subsidiary company, where NDC controls the organization by virtue of its shareholdings, will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents. Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.

Status: The Capital Fund and Subsidy Fund support both investment in new and existing businesses in which NDC maintains a majority controlling equity interest. A company in which NDC maintains a controlling equity interest is referred to as a subsidiary company. NDC continues to provide a range of supports to its existing portfolio of eight subsidiary companies, from marketing and budgeting to production planning and accounting. NDC has allocated \$1.2 million from its approved Main Estimates to the Subsidy Fund. These payments are directed to subsidiary companies to assist in offsetting high operating overhead expenses such as power, fuel, and freight costs. By November 2015, NDC has paid \$800,000 from the Subsidy Fund to

its subsidiary companies. In addition, NDC allocated \$190,000 from its approved Main Estimates to the Capital Fund directed to its subsidiary companies to assist in offsetting the costs associated with ongoing capital investment at the subsidiaries to ensure the facilities are safe, energy efficient and have equipment necessary to support their operations. As of November 2015, NDC has paid out \$100,000 from the Capital Fund to subsidiary companies.

Key objectives of the Capital Fund and the Subsidy Fund include placing equity investments that support the creation of employment and income earning opportunities for Nunavut residents, to stimulate the growth of business and to promote economic diversification and stability primarily in Nunavut's smaller communities.

3. Cultural Industries - Ivalu will carry larger inventory volumes of Nunavut art and craft items for resale locally. Ivalu will also work to establish new wholesale partnerships with retailers in Nunavut and across the north to supply these markets where demand among visitors and residents is strong. The Sales Division will continue to market to clients in southern Canada, the US and Europe. NDC will work closely with EDT's Cultural Industries Division, the Nunavut Arts and Crafts Association and other groups committed to advancing opportunities for artists in Nunavut. NDC will undertake a review of the Sales Division's involvement in the southern Inuit art wholesale segment and reassess the business strategy of the Sales Division. If deemed necessary, changes will be made to the Division to ensure its marketing services remain relevant to Nunavut business enterprises, NDC's subsidiary companies, and individual producers in a market that is going through significant change.

***Status:** During 2015/16, Ivalu continued to provide significant sales and marketing support to NDC's existing subsidiary companies and other artists offering both wholesale and retail sales. Ivalu's inventory holdings are significant and consist of a broad cross section of Nunavut sewn goods, prints, sculpture, music, jewelry and books. Ivalu's target market is Nunavut and other northern jurisdictions where the inventory mix is in most demand and our ability to supply matches client demand. Their markets are strong and interest is high among Inuit and non-Inuit. As of November 2015 Ivalu's sales of Nunavut art, crafts and themed items approximates \$300,000.*

The Sales Division provided a sales and marketing option for Nunavut artists and businesses operating in our cultural industries sector to market their goods and services to broader Canada and international markets. Along with financing the acquisition of significant volumes of Nunavut art for resale in the south, the Sales Division also maintained an efficient operating framework that balanced both client services against cost control. This wholesale segment of the Inuit art market has changed significantly and NDC, along with other wholesalers of Inuit art, are working to adapt. NDC met face-to-face with the main wholesalers of Inuit art operating in Toronto during the first half of the fiscal year and has worked to

advance change, both internally, and in partnership with other wholesalers. As of November 2015, the Sales Division sales of Nunavut art, crafts and themed items approximate \$375,000.

4. Harvesting / Fisheries - NDC will continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut. Kivalliq Arctic Foods has become a hub for this important initiative drawing char, turbot, muskox, caribou and maktaaq from across Nunavut. Kivalliq Arctic Foods and Papiruiq Fisheries will collaborate with the Whale Cove HTO to further advance the maktaaq project initiated in the year previous. The long-term health of Nunavut's wild caribou herds are of paramount concern. NDC will continue working closely with regulators and harvesters to ensure harvesting initiatives at its plants take place within the established commercial quota framework. Maintenance of commercial harvesting records at the processing plants is also essential for later tracking and verification by federal and territorial inspectors. NDC will continue to encourage mutually beneficial supply partnerships with harvesters, fishers and HTO's across Nunavut to supply the processing plants. NDC will explore alternate supply partnerships for wild meat with other potential Canadian suppliers. Continued emphasis on food safety at both Kitikmeot Foods and Kivalliq Arctic Foods also remains a high priority and NDC will ensure that both processing plants have ongoing access to food safety specialists.

Status: *Kivalliq Arctic Foods (Rankin Inlet), Kitikmeot Foods (Cambridge Bay) and Papiruiq Fisheries (Whale Cove) has continued to support harvesters and fishers across Nunavut by providing a viable option to purchase their arctic char, musk ox, caribou and maktaaq. All plants continued to work closely with local Hunter and Trapper Organizations and regulators both at the Department of the Environment and the Department of Fisheries and Oceans to ensure all activity was carried out sustainably and within the allowable quota framework.*

The plants continued to work with federal regulators and the Canada Food and Inspection Agency and independent food safety consultants. Fishers and harvesters from the Kitikmeot, Kivalliq and Qikiqtani supplied char, caribou, maktaaq and muskox to the processing facilities and generated significant income earning opportunities and employment at the plants. Although external markets remain important all companies continue to prioritize the sale of country food back into the Nunavut market place where demand among Inuit and all Nunavummiut is high. As of November 2015, Kitikmeot Foods and Kivalliq Arctic Foods had purchased 125,000 lbs of arctic char resulting in payments of approximately \$250,000 to Nunavut fishers. Kivalliq Arctic foods purchased approximately 2 tonnes of maktaaq from the HTO in Whale Cove. Kivalliq Arctic Foods has worked closely with officials from the Department of the Environment stationed in Rankin Inlet in planning the upcoming winter caribou and muskox commercial harvest and Kitikmeot Foods is planning a commercial muskox harvest as well. Numerous Kivalliq and Baffin communities are coordinating with Kivalliq Arctic Foods on winter harvesting opportunities. Recent

changes in trans-arctic airline schedules have made the shipping of plant processed country food product to the Baffin region very challenging.

5. Tourism - NDC will look for new equity investment opportunities in Nunavut's tourism sector. The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&B's, restaurants and local tour operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.

***Status:** Tourism is an import economic sector and one that Nunavut business enterprises in our smaller communities can successfully operate. Tourism is a broad sector encompassing many different product and service offerings.*

NDC met with other Nunavut investment agencies to discuss investment opportunities in the tourism sector - ranging from hotels to outfitting projects. NDC is currently considering a financing proposal for a local business tourism initiative involving a recently established community development corporation. NDC has been identified as a potential funder in this business startup however, the amount and type of the investment has yet to be fully determined.

Priority Items 2016-17

1. Venture Investment Fund - Working within the Corporation's Investment Guidelines, and the NDC Act, the Corporation will continue to receive applications to the Venture Investment Fund. Investments from the fund will be of a preferred, non- controlling nature and continue to prioritize Inuit and Nunavut businesses operating in Nunavut's arts, harvesting and tourism sectors. NDC will continue to emphasize investments that support employment and income earning opportunities and the growth of business in our smaller Nunavut communities. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC, and CanNor in advancing this priority.
2. Capital Fund & Subsidy Fund - Working within the Corporation's Investment Guidelines and the NDC Act, NDC will assess opportunities for new subsidiary company investment in Nunavut's smaller communities. Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions. Any new equity investments leading to the incorporation of a new subsidiary company, where NDC controls the organization by virtue of its shareholdings, will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents. Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.

3. Cultural Industries – Ivalu will continue to inventory larger volumes of Nunavut art and craft items both to support increased local retail sales and for pursuing wholesaling opportunities with other northern retail clients. The Sales Division will continue marketing to clients in southern Canada, the US and Europe. NDC with its subsidiary companies and community purchasing networks will build stronger Nunavut and northern selling options for Nunavut producers. NDC will continue to work closely with EDT's Cultural Industries Division, the Nunavut Arts and Crafts Association and other groups committed to advancing opportunities for artists in Nunavut.
4. Harvesting / Fisheries – NDC will continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut. Kivalliq Arctic Foods has become a hub for this important initiative drawing char, turbot, muskox, caribou and maktaaq from across Nunavut. Kivalliq Arctic Foods and Papiuruq Fisheries will collaborate with the Whale Cove HTO to further advance the maktaaq project initiated in the year previous. The long-term health of Nunavut's wild caribou herds are of paramount concern. NDC will continue work closely with regulators and harvesters to ensure harvesting initiatives at its plants take place within the established commercial quota framework. Maintenance of commercial harvesting records at the processing plants is also essential for later tracking and verification by federal and territorial inspectors. NDC will continue to encourage mutually beneficial supply partnerships with harvesters, fishers and HTO's across Nunavut to supply the processing plants. NDC will explore alternate supply partnerships for wild meat with other potential Canadian suppliers. Continued emphasis on food safety at both Kitikmeot Foods and Kivalliq Arctic Foods also remains a high priority and NDC will ensure that both processing plants have ongoing access to food safety specialists.
5. Tourism - NDC will look for new equity investment opportunities in Nunavut's tourism sector. The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&B's, restaurants and local tour operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.

Priority Items 2017-18

1. Venture Investment Fund - Working within the Corporation's Investment Guidelines, and the NDC Act, the Corporation will continue to receive applications to the Venture Investment Fund. Investments from the fund will be of a preferred, non- controlling nature and continue to prioritize Inuit and Nunavut businesses operating in Nunavut's arts, harvesting and tourism sectors. NDC will continue to emphasize investments that support employment and income earning opportunities and the growth of business in Nunavut's smaller communities. NDC will communicate regularly with

organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.

2. Capital Fund & Subsidy Fund - Working within the Corporation's Investment Guidelines and the NDC Act, NDC will assess opportunities for new subsidiary company investment in Nunavut's smaller communities. Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions. Any new equity investments leading to the incorporation of a new subsidiary company, where NDC controls the organization by virtue of its shareholdings, will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents. Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.
3. Cultural Industries - Ivalu will continue to inventory larger volumes of Nunavut art and craft items both to support increased local retail sales and for pursuing wholesaling opportunities with other northern retail clients. The Sales Division will continue marketing to clients in southern Canada, the US and Europe. NDC with its subsidiary companies and community purchasing networks will build stronger Nunavut and northern selling options for Nunavut producers. NDC will continue to work closely with EDT's Cultural Industries Division, the Nunavut Arts and Crafts Association and other groups committed to advancing opportunities for artists in Nunavut.
4. Harvesting / Fisheries – NDC will continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut. Kivalliq Arctic Foods has become a hub for this important initiative drawing char, turbot, muskox, caribou and maktaaq from across Nunavut. Kivalliq Arctic Foods and Papiruaq Fisheries will collaborate with the Whale Cove HTO to further advance the maktaaq project initiated in earlier years. The long-term health of Nunavut's wild caribou herds are of paramount concern. NDC will continue work closely with regulators and harvesters to ensure harvesting initiatives at its plants take place within the established commercial quota framework. Maintenance of commercial harvesting records at the processing plants is also essential for later tracking and verification by federal and territorial inspectors. NDC will continue to encourage mutually beneficial supply partnerships with harvesters, fishers and HTO's across Nunavut to supply the processing plants. NDC will explore alternate supply partnerships for wild meat with other potential Canadian suppliers. Continued emphasis on food safety at both Kitikmeot Foods and Kivalliq Arctic Foods also remains a high priority and NDC will ensure that both processing plants have ongoing access to food safety specialists.
5. Tourism - NDC will look for new equity investment opportunities in Nunavut's tourism sector. The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&B's, restaurants and local tour

operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.

Priority Items 2018-19

1. **Venture Investment Fund - Working within the Corporation's Investment Guidelines, and the NDC Act, the Corporation will continue to receive applications to the Venture Investment Fund. Investments from the fund will be of a preferred, non- controlling nature and continue to prioritize Inuit and Nunavut businesses operating in Nunavut's arts, harvesting and tourism sectors. NDC will continue to emphasize investments that support employment and income earning opportunities and the growth of business in Nunavut's smaller communities. NDC will communicate regularly with organizations such as Atuqtuarvik, ED&T, NBCC and CanNor in advancing this priority.**
2. **Capital Fund & Subsidy Fund - Working within the Corporation's Investment Guidelines and the NDC Act, NDC will assess opportunities for new subsidiary company investment in Nunavut's smaller communities. Investment from the Capital Fund supports the acquisition of share capital in the subsidiary company while investment from the Subsidy Fund supports ongoing operating contributions. Any new equity investments leading to the incorporation of a new subsidiary company, where NDC controls the organization by virtue of its shareholdings, will prioritize investments in Nunavut's arts, harvesting and tourism sectors that generate employment and income earning opportunities for local residents. Partnerships with Hamlets, community development corporations, local business enterprises and other funding agencies are critical in the advancement of this priority.**
3. **Cultural Industries - Ivalu will continue to inventory larger volumes of Nunavut art and craft items both to support increased local retail sales and for pursuing wholesaling opportunities with other northern retail clients. The Sales Division will continue marketing to clients in southern Canada, the US and Europe. NDC with its subsidiary companies and community purchasing networks will build stronger Nunavut and northern selling options for Nunavut producers. NDC will continue to work closely with EDT's Cultural Industries Division, the Nunavut Arts and Crafts Association and other groups committed to advancing opportunities for artists in Nunavut.**
4. **Harvesting / Fisheries – NDC will continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut. Kivalliq Arctic Foods has become a hub for this important initiative drawing char, turbot, muskox, caribou and maktaaq from across Nunavut. Kivalliq Arctic Foods and Papiruaq Fisheries will collaborate with the Whale Cove HTO to further advance the maktaaq project initiated in earlier years. The long-term health of Nunavut's wild caribou herds are of paramount concern. NDC will**

continue work closely with regulators and harvesters to ensure harvesting initiatives at its plants take place within the established commercial quota framework. Maintenance of commercial harvesting records at the processing plants is also essential for later tracking and verification by federal and territorial inspectors. NDC will continue to encourage mutually beneficial supply partnerships with harvesters, fishers and HTO's across Nunavut to supply the processing plants. NDC will explore alternate supply partnerships for wild meat with other potential Canadian suppliers. Continued emphasis on food safety at both Kitikmeot Foods and Kivalliq Arctic Foods also remains a high priority and NDC will ensure that both processing plants have ongoing access to food safety specialists.

5. Tourism - NDC will look for new equity investment opportunities in Nunavut's tourism sector. The economies of Nunavut's smaller communities can effectively support tourism related business such as hotels, B&B's, restaurants and local tour operators. Such investment helps create employment and income earning opportunities in small communities where opportunities are few while also supporting an influx of new investment capital.

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Business Plan
Government of Nunavut
& Territorial Corporations

2016-2019