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

Business Plan

Government of Nunavut & Territorial Corporations

2014-2017



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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 2014-2017 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, as well, present an aggregated total government-wide Inuit employment targets.

In this Business Plan, departments present their own individual departmental 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 2014-2017 Main Estimates. For each line of business, a status report is provided on priorities identified for the 2013-2014 fiscal year. New priorities for each program are outlined for 2014-2017.

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

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/Ikajuqtiinni:** 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.

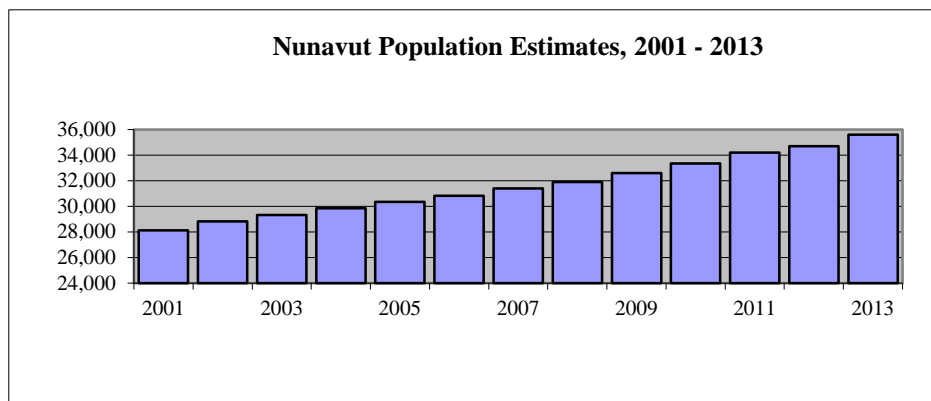
The environmental factors having the most direct impacts on our work include:

- 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

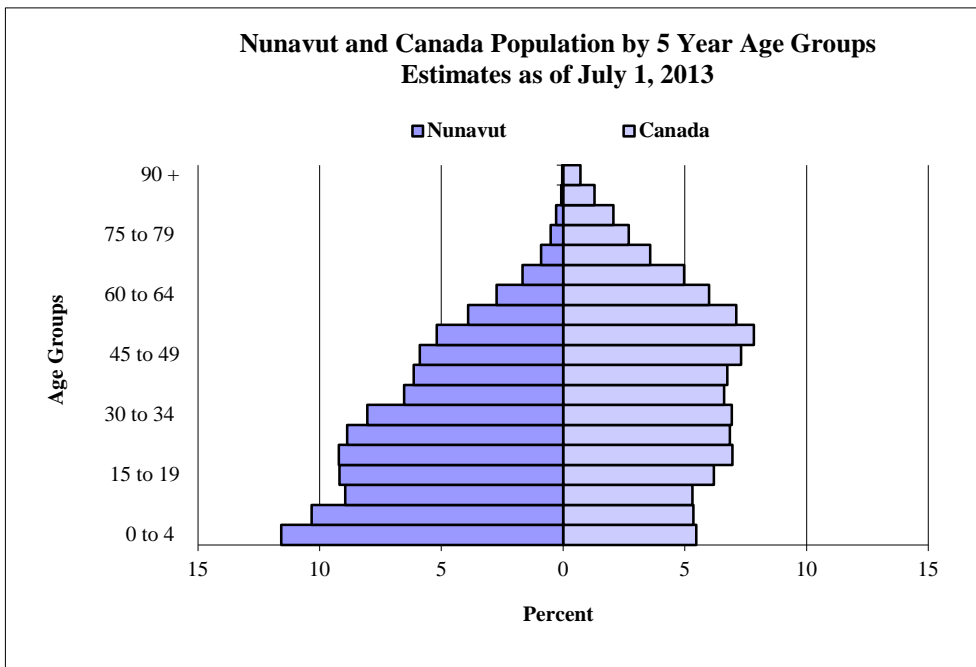
Nunavut has Canada's youngest and one of the fastest growing populations. On average, the population has been growing by 2.0 percent annually since 2001. In total, the population has grown by 26.5 percent over the past 13 years. By comparison, Canada has grown an average of 1.0% annually or by a total of 13.3% over the same period.



As of 2013, the median age of the Nunavut population was 25.4 years, compared to 40.2 years in Canada. The youthfulness of Nunavut is apparent, as 30.8% of the population is below the age of 15, compared to 16.1% in Canada. Despite the youthfulness, the population is aging, as the number of seniors has doubled since 2001. Seniors, however, presently make up a small percentage of the population, where 3.5% are 65 years of age and older, as compared to 15.3% in Canada.

Nunavut and Canada Population, by Age Groups Estimates as of July 1, 2013				
Age Groups	Nunavut	Canada	Nunavut %	Canada %
Less than 15 years	10,977	5,674,123	30.8	16.1
15 to 64 years	23,370	24,104,559	65.7	68.6
65 years and over	1,244	5,379,622	3.5	15.3
Total	35,591	35,158,304	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.



The Nunavut 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 35,591 (as of July 1, 2013). This results in a population density of only 0.017 people per square kilometre. For comparison, Canada has a population density of 3.4 people per square kilometre (based on 9.985 km², with a population of 34,108,752).

Nunavut Community Population Estimates as of July 1, 2013

Iqaluit	7,177	Taloyoak	980
Rankin Inlet	2,777	Coral Harbour	945
Arviat	2,508	Sanikiluaq	884
Baker Lake	2,140	Kugaaruk	878
Igloolik	1,974	Arctic Bay	861
Cambridge Bay	1,658	Hall Beach	851
Pond Inlet	1,612	Qikiqtarjuaq	520
Pangnirtung	1,611	Kimmirut	479
Kugluktuk	1,547	Whale Cove	463
Cape Dorset	1,491	Chesterfield Inlet	393
Gjoa Haven	1,386	Resolute	225
Repulse Bay	1,040	Grise Fiord	157
Clyde River	1,004	Unorganized Areas	30

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. Many business opportunities require management skills and capital that small business owners do not currently possess. There is a need to support the young and growing population of Nunavut through education, training and skills development in business. Local human resource capacity issues, which limit economic growth in the territory, must be addressed through education and skills development, in order to promote and support local entrepreneurship.

Community-based economic development provides for the identification of community strengths and weaknesses, particular growth opportunities, and community-specific needs. Thus, economic development becomes a tool for strengthening community, for fostering social inclusion, and for reducing dependency on government assistance.

Mineral and Petroleum Exploration and Development

Nunavut is recognized as one of Canada's most attractive jurisdictions for mineral and petroleum exploration and investment. The development of our mineral and petroleum resources has the potential to generate significant economic benefits for Nunavut. In fact, over the past few years, Nunavummiut have benefited significantly from mine development, exploration and gold production.

In 2012 and 2013, commodity prices were generally fluctuating below their post-recession peak attained in 2011. We anticipate the level of mineral exploration spending to recede fractionally in 2014. The Meadowbank gold mine, which started production in 2010, remains the only producing mine in Nunavut. Its current production amounts to a quarter of Nunavut's GDP. The operator, Agnico-Eagle Mines, also owns the Meliadine gold project near Rankin Inlet. In the Qikiqtaaluk region, the Baffinland Iron

Mines' Mary River project is in the final stages of review and construction began in the summer of 2013. Vast quantities of building materials and fuel were shipped to the site, both by sea and by air.

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, as much of the current knowledge is very dated.

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

Devolution of authority for land management from the federal government to the territorial government is needed if Nunavummiut are to be self-reliant and the beneficiaries of future economic growth. Devolution will provide Nunavut with control and the opportunity to collect mineral and petroleum royalties.

Tourism and Cultural Industries

Nunavut's distinctive attractions have tremendous potential to support the development of tourism. The tourism sector generates external capital, promotes Inuit culture and the protection of the territory's natural resources. It plays a key role in enhancing Nunavut's reputation in Canada and abroad. Tourism has regained most of the ground it had lost during the global recession of 2009. In 2013, key industry stakeholders finalized a tourism strategy for Nunavut, which was approved by the Government of Nunavut in spring 2013.

The trade of locally-produced products faces many challenges in Nunavut. On the supply side, Nunavut businesses and development corporations need to become export-ready, to develop value-added components, and build the capacity to enter extraterritorial markets. On the demand side, viable niche markets for Nunavut products need to be developed or expanded through branding, marketing and establishment of distribution channels. Nunavut produces unique products in film, arts and crafts, and tourism, and each sector provides important economic opportunities for the territory.

Inuit cultural activities, the arctic environment and wildlife form the basis for viable economic activities and help create sustainable livelihoods for families through the arts, crafts and cultural industries. From soapstone carvings to the production of feature films, Inuit knowledge is applied in many artistic media today, for which there is a ready market.

Making art contributes to the development of pride in culture, self-esteem and even healing. It promotes learning and entrepreneurship. The products of our cultural industries are known worldwide, and they contribute to the success of other economic

sectors, such as tourism. However, accessibility of markets needs to be fostered and marketing opportunities need to be generated and supported.

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 November 2013 to January 2014, the number of employed people in Nunavut was estimated at 12,400 – an increase of 800 persons from the same period in the previous year. Also on average for November 2013 to January 2014, the employment rate stood at 55.7%, while the unemployment rate was estimated at 13.1%.

Over the past 12 months, employment for both Inuit and Non-Inuit increased. The Inuit employment rate jumped almost 2 percentage points or from 44.6% to 46.1%. For Non-Inuit, the rate gained around half a percentage point and currently stands at 89.1%.

In the five-year period leading to January 2014, around 1,700 jobs were created in Nunavut, mainly in the private sector. In terms of a percentage, employment grew at a rate of approximately 3.1% annually since 2009. Based on these past trends, employment is expected to remain at healthy levels in 2014.

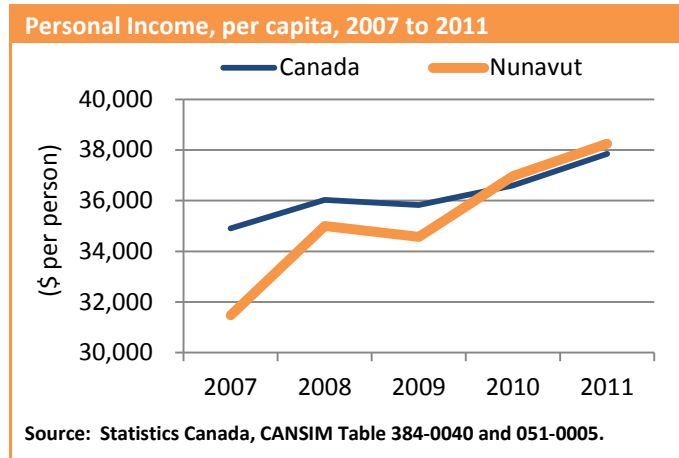
Income Assistance

The Income Assistance program provides financial resources in combination with other government programs and services to help people achieve independence and self-reliance. The purpose of the program is to address cost of living issues, compensate for little or no-income, maintain family income where an income earner becomes unemployed, or retires, and provides support to those who, because of a disability or illness, are unable to earn an income.

The program is designed to help individuals and families meet their financial needs and include: Social Assistance, Daycare Subsidy, Senior Citizen Supplementary Benefit, Senior Fuel Subsidy, Building Careers, Transition to Work, and the Nunavut Child Benefit/Territorial Worker Supplement.

In 2012, approximately 6,300 different heads of household (13,797 recipients), or 41% of family units continued to seek and rely on income assistance during the year

It must be understood that self-reliance is a shared responsibility between the individual, the community and the government. As Nunavut's large cohort of young people become adults, efforts must continue to improve the link between income support to programs and services that provide Nunavummiut with the skills to participate fully in their community and the economy.



Poverty Reduction

Poverty in Nunavut has many dimensions. Nunavut has the second lowest median income in Canada coupled with the highest cost of living, and in increasing income inequality and disparities in income distribution from one community to another. Poverty is reflected in the prevalence of food insecurity, in low high school graduation rates and poor health indicators.

Average and median income, after-tax, Canada and Nunavut, 2010, \$ per person, 15 years of age and older		
	Nunavut	Canada
Average Income	37,249	33,998
Median Income	24,868	27,334

Source: Statistics Canada, 2011 National Household Survey, Catalogue no. 99-014-X2011040

Against these persistent realities are major public investments in health care and education, and the largest social housing program per capita in Canada. Above all, Nunavummiut combat the effects of poverty through their resiliency, self-reliance, strong family and community bonds, and commitment to traditional values such as *Pijitsirniq*, and a culture of sharing and mutual support.

The *Collaboration for Poverty Reduction Act* commits the Government of Nunavut to a five-year poverty reduction action plan, including the development of indicators to measure progress in reducing poverty, which will be reported annually. The plan is an extension of the work of the Nunavut Roundtable for Poverty Reduction, which is co-chaired by the government and Nunavut Tunngavik Inc. Partnerships involving governments, Inuit organizations, businesses and non-governmental organizations continue to grow in this area and will contribute to an improvement in social and cultural well-being for all Nunavummiut.

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 citizens 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 Statistics Canada's 2011 unadjusted Census data, in 2011, 27,070 persons reported an Inuit identity in Nunavut, and 4,335 who reported to be non-Inuit, for a total population of 31,405. 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 Census, for those persons aged 15 and over in Nunavut who have worked since January 1, 2010, an estimated 10,690 reported using English most often at work, 3,915 reported using Inuktitut most often at work, and 60 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, and by all departments and 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 Qaujimajatuqangit 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 and tradition, and provide youth critical adaptation tools, helping them connect with their culture, heritage, and the land. Dialogue between youth and elders also provides opportunities for elders to understand the modern influences on the lifestyle and unique challenges of our youth.

In addition to documenting the past, elders' input is needed to shape the future of government in order to reflect Inuit Societal Values in its daily operations.

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 which 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 plays an important role in the design, delivery, and evaluation of educational programming in Nunavut. Improved information technology infrastructure is essential to support distance learning and program delivery in all education and training areas throughout the territory.

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

The most critical challenge in developing a skilled Nunavummiut workforce able to compete in a modern economy is the high school diploma or equivalent. 60% of Inuit Nunavummiut aged 25-64 lack high school graduation compared to only 15% of non-Aboriginal Canadians. Education and Nunavut Arctic College continue to work together on the Pathway to Adult Secondary School secondary school diploma for adult learners.

Early Childhood Education

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

Kindergarten to Grade 12 (K-12) Schools

The number of high school graduates in Nunavut has improved significantly over the past decade, with 240 students graduating in 2012, compared to 178 in 2005, and only 128 in 1999 (Department of Education data). Youth are becoming more aware of the positive impacts an education can have on all aspects of their future. It must be noted that graduation rates from Grade 12, college, and university remain significantly below national averages. While progress is being made to reduce the dropout rate in Nunavut, overall 38% of adults have not graduated from high school.

The K-12 school system will face numerous challenges during the next few years such as the need to engage parents and families and improve student attendance,

implementing bilingual education, and complying with new legislation such as the *Education Act*, *Inuit Language Protection Act* and *Official Languages Act*. Approximately 60 additional teachers were hired in 2011 to support bilingual education and to help ensure a wide range of program offerings. Increasing the number of Inuit educators, producing bilingual curriculum, teaching and learning materials for all grades, and addressing impediments that affect the hiring of new teachers, such as the availability and affordability of housing, are all important in strengthening K-12 education in Nunavut.

Adult Education

Post-secondary education has a direct impact on people's ability to compete in the labour market, on the types of jobs they obtain, and the remuneration they receive. As the number of Grade 12 graduates increases, the post-secondary cohort in Nunavut is expected to grow in parallel. This will have a significant impact on the demand for programs and services. This growth will result in increased pressures in all of the following program areas: post-secondary education, student financial assistance, early childhood services, literacy, trades training, apprenticeships, and adult basic education.

A priority effort is also needed to focus strategically on raising literacy skills (English and Inuktitut) and basic education levels. The Department of Education is working on a balanced literacy framework to address these issues and provide long-term plans to help Nunavummiut reach their full potential. Nunavut Arctic College and the Department of Education are providing additional programs to provide the necessary support to students to ensure their academic readiness by delivering innovative programs like the Pathway to Adult Secondary School secondary school diploma for adult learners. As well as the utilization of Recognition of Prior Learning (RPL) in skills development and recognition should improve adult education outcomes. Other programs like College Foundations, Pre-trades, Pre-Nursing and a revised Adult Basic Education program provide students with the skills and aptitudes to engage in post-secondary programs with more confidence in their ability to succeed. Training and educational opportunities for unilingual Inuit adults is also important. Without these efforts, there will be very few candidates with the basic skills needed to participate in Nunavut's future economic opportunities.

For post-secondary education, 4% of Inuit Nunavummiut have some university education, compared to 28% of non-Aboriginal Canadians. In 2011, the Nunavut Arctic College Act provided the College with degree granting authority. Continuing to develop successful university partnerships is a strategic priority for the College to build internal capacity to deliver university degrees that meet the needs and reflect the employment opportunities for Nunavummiut. There may be significant opportunities to provide accessible university education in the North, for the North and by the North - education that is uniquely committed to the sustainability of the North and the needs and cultures of the people who live here. Nunavut Arctic College is continuing to forge relationships and partnerships with other post-secondary institutions and universities to broaden and increase its ability and capacity to deliver training which will allow the development of

capacity to meet the human resource requirements of the Government of Nunavut and private industry.

Health Status of Nunavummiut

The delivery of health care services faces many unique challenges and needs when it comes to providing for the health and well-being of Nunavummiut. The health status of Nunavummiut is significantly below the national average. Overall life expectancy trails the Canadian average by 10 years, while infant mortality rates are almost four times higher in Nunavut. Tuberculosis continues to be a critical significant public health issue for the government. Social problems in Nunavut are also of major concern. Incidents of child abuse, family violence substance abuse and suicide are stark reminders that these social problems will only lead to an increased impact on the already overburdened health and social services system.

The Government of Nunavut recognizes that for health indicators to improve, a focus on healthy living and injury prevention is required. Active living, eating nutritious foods and abstinence from drugs, tobacco and alcohol are the foundations of prevention. The Government of Nunavut's department of Health and Social Services is currently engaged in health promotion initiatives such as programs 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, appropriate infrastructure, such as recreation centres, good education, economic development, clean living environments, community and family ties, and above all, quality of life.

Sustainability of the Health System

Strengthening the overall financial and administrative management of Nunavut's health care system is crucial to the sustainability of service delivery in the territory. Nunavut's health care system and social services delivery system is facing challenges. The GN is taking a proactive approach to innovative health solutions available through technology and quality of care to ensure that clinical expertise and services are available to Nunavummiut. The Government of Nunavut continues to invest additional resources into public health, recognizing that by making investments in health promotion and preventative care now, the high cost of primary health care in the future can be offset. In order to help contain cost increases 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 evaluation of departmental programs and services to ensure effectiveness and efficiency. The Department is also

developing an appropriate tool to determine suitable infrastructure. 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

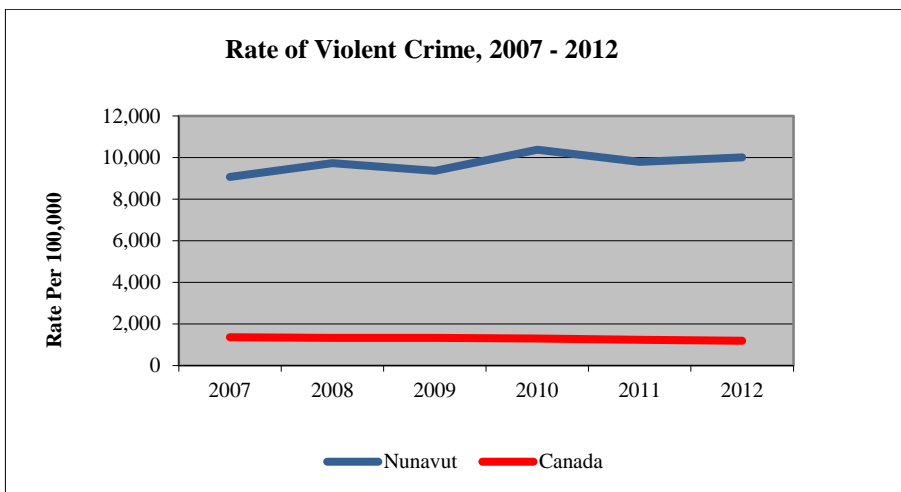
Current gaps in health data and capacity in the specialized field of health information and research compromise the ability to effectively design, deliver and evaluate its programs, and perhaps more importantly, report on the health status of Nunavummiut. Once fully implemented, the Electronic Health Record (EHR) will provide the department with a sophisticated, accurate data system that will effectively track and help direct limited resources. The EHR will also provide tracking tools for public health surveillance.

Justice & Crime Prevention

There are a number of factors posing unique challenges for the administration of justice in Nunavut. Some of these factors include but are not limited to a high rate of crime; addiction; mental illness; strain on courts, corrections, and police; and developing trends in crime.

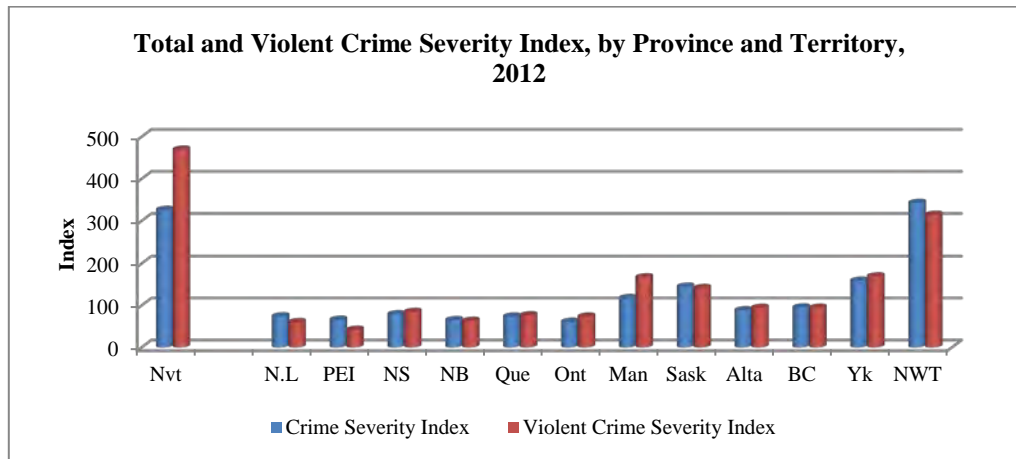
Crime Rate

Statistics indicate that the rate and severity of violent crime in Nunavut far exceed the National average. As indicated in the chart below, the 2012 violent crime rate in Canada was 1,190 per 100, 000 persons, while it was 10,004 per 100, 000 in Nunavut. The difference indicates that the risk of violent crime in Nunavut is around 8.4 times higher than in Canada.



Source: Statistics Canada, Juristats, Canadian Center of Justice Statistics

The chart below shows that in 2012, Nunavut’s Total Crime Severity Index was 326.6, with a Violent Crime Severity Index of 470.5. Nunavut and the Northwest Territories continue to report the highest Crime Severity Index values.



Source: Statistics Canada, Juristats, Canadian Center of Justice Statistics

Many factors could help explain the high rate of crime in Nunavut, including lower overall education attainment, overcrowded homes, and poverty, but it is certain that the majority of crime in Nunavut is committed while the offender is under the influence of an intoxicant. Substance abuse is the leading criminality the law 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, untreated, mental illness 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 crime prevention programs as well as programs and services for victims. In recognizing the need for limiting the rate of re-offense, the Corrections Division is working with offenders and providing them with support and help. However, prevention requires a coordinated response involving individuals, families, communities, private organizations, the police, and various government departments.

Corrections

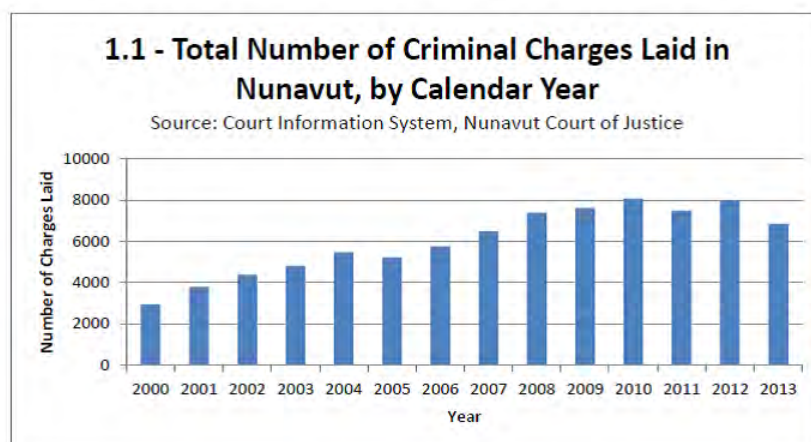
The Government of Nunavut is making progress in its corrections role. The Department of Justice opened its first women’s correctional facility in June 2010 and the Rankin Inlet Healing Centre opened February 2013. Another men’s facility is scheduled to open in Iqaluit by the end of 2014. These facilities have, and will, continue to alleviate some corrections overcrowding, which will allow for a focus on programming for our

offenders. However, the Nunavut corrections system will continue to require more institutional bed space to meet increasing demand and to bring home our male and female territorial offenders who are currently being housed outside of the territory.

Courts

High crime rates place extra stress on the court system. The Nunavut Court of Justice currently has 12 homicide trials on its docket in addition to numerous other criminal matters. In 2012, the Court added two new judges as well as more support staff. This increase in capacity has had a positive result and allowed the Court to manage an increasing docket. However, as caseloads grow, this places further strain on judges, court staff, prosecutors and legal aid.

The following chart, illustrates the number of criminal charges laid in Nunavut from the year 2000 to 2013.



Alternatives to the formal court process, 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 with officers in 25 communities across Nunavut.

To address rising crime rates, the RCMP have 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 are building relationships which will lead to a greater ability to identify at risk individuals and 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, along with youth programming, and a dedicated recruiting unit, are all being 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 can be achieved and will result in better policing and less crime in Nunavut.

Trends

Strain on courts, corrections, and police, may increase as the Federal Government lengthens sentences and removes judicial discretion.

Nunavut's young demographic and rapid population growth will continue to put 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 and 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 private sector to prepare for the social and judicial consequences of 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 crimes. Prescription drug importation, and fraud are examples of crimes not be prevalent in the Territory, but occurrences have been noted by the RCMP. It is important to recognize the necessity to respond to any noted increase in new classes of crime with adequate commitment and 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 in such a way as to ensure that it can be enjoyed by future generations of Nunavummiut.

We are committed to supporting a sustainable and viable wildlife management regime in Nunavut, developing sustainable and viable fisheries, and the development and management of a representative system of territorial parks and special places, but this depends upon integrating *Inuit Societal Values* with the best available scientific knowledge 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 a large part of our food and income. These resources, if used sustainably, will help to ensure the availability of healthy food for Nunavummiut in the future, while also ensuring the health of our environment and contributing to healthy lifestyles. A healthy ecosystem will also attract eco-tourists and contribute to the 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.

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

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

Climate Change

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

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

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

Because practically all infrastructure in Nunavut was 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

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, with the exception of some airborne emergency delivery.

Each year Nunavut's energy use increases and a growing share of Nunavut's budget must be allocated, directly and indirectly, to providing energy for Nunavummiut. This increase in energy use is mainly due to population and economic growth, with growth in the mining sector the primary driver of economic activity. As the economy and population of the territory grows, so too does the demand for imported fuels. Moreover, fluctuations and volatility in world energy prices provide added pressure on territorial energy planning.

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. 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.

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. Currently Nunavut is entirely reliant on satellite internet. There is also a critical lack of satellite redundancy, with 16 of Nunavut's 25 communities reliant on a single satellite.

Northwestel's revised modernization plan was closely reviewed by the CRTC at hearings on Northern Telecommunications in 2013. There is a clear need for Nunavut to receive telecommunication services comparable to Southern Canada in terms of choice, quality and reliability. The CRTC has announced that it will be examining satellite transport services and how infrastructure investments in the North should be funded.

The federal budget for 2014 announced renewed support for rural and northern broadband internet. The existing federal subsidy programs expire in 2016, and the design of the renewed five-year program has not been announced. There is the possibility that the design of federal subsidy programs could be informed by the outcome of the CRTC's ongoing investigations of satellite service and Northern telecommunications.

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 were 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) with a mandate to identify community staff training needs; provide training to address those needs; and to encourage the use of best practices – with the goal of continuous performance improvement in municipal operations.

The MTO is entering its eleventh year of delivering the Municipal Government Certificate Program, which allows municipal employees and other community residents to receive accredited training and certification in municipal management and governance. The MTO also provides targeted training in areas such as class 3 drivers' licenses and airbrake courses for municipal drivers and firefighting training for Nunavut's municipal fire departments 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 public servants. The challenge for the GN is attracting and selecting the best candidates for available positions in the public service. 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.

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, but the public service requires a long-term strategic approach that ties in performance management, the adoption of a succession-planning framework, mentoring and job shadowing tied to individual and organization training needs. However, training will continue to be an ongoing need not just for the public service, but also for the other sectors of Nunavut's economy.

As of December 31, 2013, the GN has an average capacity of 76%. This number varies from community to community. For example, Grise Fiord and Kugaaruk have rates hovering around 90% whereas Resolute Bay is below 60%. The Public Service Annual Report for 2012-13 indicates that the retention rate significantly increased from 69% in 2000 to 89% as of March 31, 2013. 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 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; and salary increases through collective bargaining. However, there is a need to develop and implement a comprehensive, long-term plan to address employee retention. In doing so, with an inclusive and broadly accepted strategy, stakeholders will have the most effective tools available to both retain and motivate their public servants.

The 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 now focused on increasing the number of long-term family physicians practicing in Nunavut to provide consistent care for the population. In order to respond to the needs of the territory's growing population and provide increased in-territory services, the Department will require additional physician resources.

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 December 2013, overall Inuit representation across all employment categories in the public service was 50%. There were 4,350 full time GN positions, with beneficiaries occupying 1,643 of the 3,309 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 44% to 72%.

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 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.

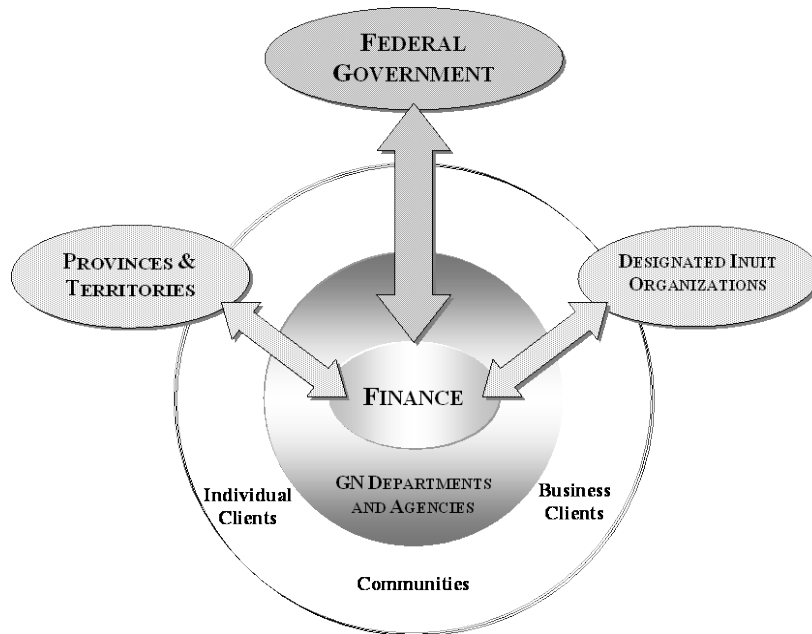
To mitigate the uncertainty of volatile pricing caused by the fluctuations in the world market supply, in 2009 Petroleum Products Division implemented an early purchase initiative of Ultra Low Sulphur Diesel and Gasoline for annual resupply season.

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

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

STAKEHOLDERS AND PARTNERS



The Government of Nunavut marked a major milestone when the 2010-11 Public Accounts were tabled within the deadlines set in law and repeated that achievement with the tabling of the 2011-12 and 2012-13 Public Accounts. The Department of Finance has successfully negotiated another multi-year funding agreement that will support the reporting on an ongoing basis.

The management of fiscal resources is linked to the availability of human resources. Training of Nunavummiut for future technical jobs in the field of finance, as well as the recruitment of technical personnel from other parts of Canada, have been identified as essential to the development of Nunavut.

The Government of Nunavut receives the majority 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 taxed and other own-source revenue streams. Until our private-sector economy and tax base expands, the GN will continue to rely financially on federal transfers and targeted funding initiatives. The major federal transfers—including the TFF, the Canada Health Transfer and the Canada Social Transfer—have been recently renewed for another five years. 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.

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:

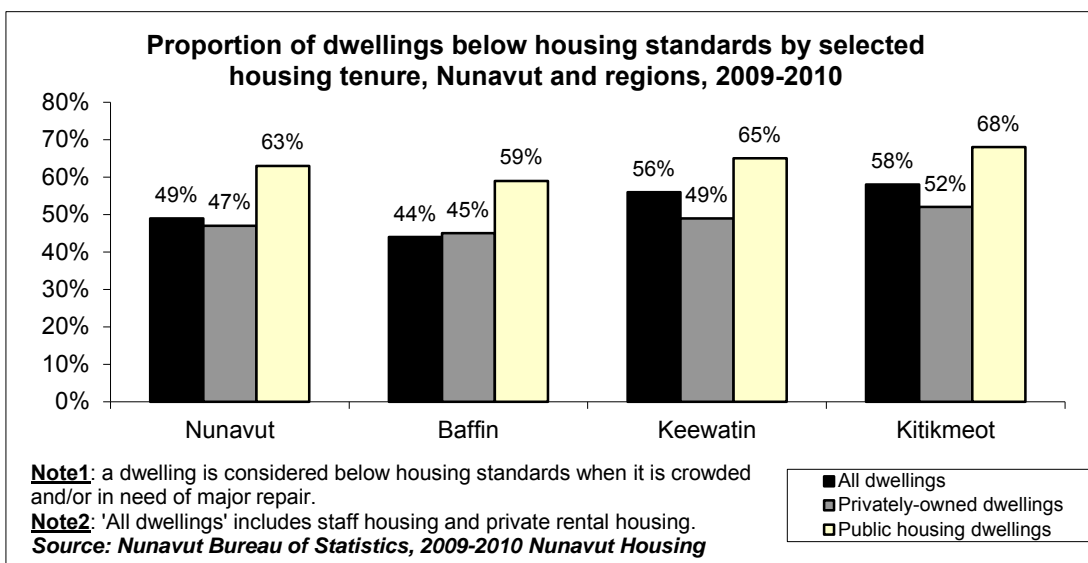
- 35 % of Nunavut homes are overcrowded;
- 23% of Nunavut homes are in need of major repairs;
- Approximately 4% of the population (1,220 individuals) is “homeless” - living temporarily in another person’s dwelling.

According to the survey, there were 9,400 dwellings in the 25 communities in Nunavut, of which 8,550 dwellings were occupied by usual residents. 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.



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.

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INUIT EMPLOYMENT PLAN

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 December 31, 2013 by occupational category:

December 31, 2013	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	% IEP
Executive	32	7	25	78%	12	48%
Senior Management	168	32	136	81%	28	21%
Middle Management	421	90	331	79%	84	25%
Professional	1340	308	1032	77%	259	25%
Paraprofessional	1392	380	1012	73%	729	72%
Administrative Support	469	130	339	72%	306	90%
TOTALS	3822	947	2875	75%	1418	49%

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 Sivuliqtiksat intern positions. The table above reports on the number of incumbents whether they are working full time or part time.

Inuit Employment Plan

The following table is a snapshot of the public service as of December 31, 2013 by department:

December 31, 2013	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	%IEP
Community & Government Services	363	107	256	71%	109	43%
Culture and Heritage	88	19	69	78%	52	75%
Economic Development & Transportation	142	43	99	70%	52	53%
Education	1253	142	1111	89%	566	51%
Environment	129	37	92	71%	29	32%
Executive & Intergovernmental Affairs	101	29	72	71%	54	75%
Finance	267	80	187	70%	87	47%
Health	951	356	595	63%	284	48%
Family Services	193	59	134	69%	76	57%
Justice	335	75	260	78%	109	42%
TOTALS	3822	947	2875	75%	1418	49%

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 Sivuliqtiqsat 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

Inuit Employment Plan

Carrying out these initiatives across the departments and agencies will result in the Government of Nunavut achieving enhanced Inuit employment by March 31, 2015. The following identifies the targets by occupational category:

March 31, 2015	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	%IEP
Executive	29	1	28	97%	12	43%
Senior Management	138	15	123	89%	29	24%
Middle Management	443	83	360	81%	113	31%
Professional	1360	276	1084	80%	286	26%
Paraprofessional	1424	305	1118	79%	811	72%
Administrative Support	463	102	361	78%	327	91%
TOTALS	3857	783	3074	80%	1577	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, 2015 by department:

March 31, 2015	Total Positions				Beneficiaries	
	Total	Vacancies	Filled	% Capacity	Hired	%IEP
Community & Government Services	368	108	260	71%	118	45%
Culture and Heritage	91	13	78	86%	58	75%
Economic Development & Transportation	142	24	118	83%	62	53%
Education	1207	136	1071	89%	555	52%
Environment	129	0	129	100%	54	42%
Executive & Intergovernmental Affairs	99	21	78	79%	56	72%
Finance	267	62	205	77%	94	46%
Health	989	347	642	65%	331	52%
Family Services	196	22	175	89%	105	60%
Justice	369	50	319	86%	145	45%
TOTALS	3857	783	3074	80%	1577	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:

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 primarily collaborates with Nunavut Arctic College (NAC) as the service provider for program delivery. Certain courses (i.e. policy, diversity, negotiation skills) are delivered 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 Government of Nunavut has an agreement with the Canadian Executive Service Organization (CESO) to provide Volunteer Advisors on as needed basis who also act as mentors. The GN Mentorship Program's foundation is deeply rooted in the guiding principles of the Inuit Societal Values.

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, traditional Inuit activities etc.

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**

2014-2017

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CORE BUSINESS

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

	Budget (\$000)			
	2013-14	2014-15	2015-16	2016-17
Executive, Directorate	11,830	12,139	12,139	12,139
Strategic Planning	2,567	2,626	2,626	2,626
Sivumuaqatigiit	8,261	8,222	8,222	8,222
Intergovernmental Affairs	4,249	4,322	4,322	4,322
TOTAL	26,907	27,309	27,309	27,309

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). It is also responsible for the establishment of and support for the new network of Government Liaison Officers in communities throughout Nunavut.

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
- Provide the public with an initial government point-of-contact in every community.
- Manage the GN access to information and protection of privacy requirements.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Premier's Office		1,228	1,190	1,190	1,190

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.

Ministers' Offices	3,188	3,452	3,452	3,452
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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	299	301	301	301
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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	657	499	499	499
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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	1,083	1,144	1,144	1,144
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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	138	148	148	148
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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	598	604	604	604
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The Council responds to the mandate set out in the *Utility Rates Review Council Act* to evaluate the cost structures of the utility and provide advice on pricing and rate structures.

Communications	1,039	1,051	1,051	1,051
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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.

Government Liaison	3,600	3,750	3,750	3,750
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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.

Total, Directorate	11,830	12,139	12,139	12,139
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Priorities (2013-14)

- Provide coordinated advice to the members of the Executive Council of the 4th Legislative Assembly of Nunavut, in cooperation with all departments and agencies.
Status: The department coordinated advice and support to the new members of Executive Council of the 4th Legislative Assembly of Nunavut, in cooperation with all departments and agencies.
- Work with the municipalities of Nunavut to create best practices for access to information and protection of privacy that are consistent with the ATIPP Act.
Status: It was determined that the City of Iqaluit would be most capable of implementing access and privacy principles. City Council confirmed their support and commitment in moving toward the creation and implementation of access and privacy principles within the City of Iqaluit.
- Review the administrative function of the ATIPP Act and assess the performance of public bodies in complying with the new privacy provisions included in the Act.
Status: The ATIPP Office has worked with the ATIPP Coordinators Committee to review and amend procedural guidelines for the administration of the Act. A Privacy Management Manual was created and approved for use by all public bodies to ensure consistency and standards for privacy protection management throughout the Government of Nunavut.
- Work with other GN departments to develop customer service standards for GN staff including guidelines for voicemail greeting, email signature, etc.
Status: Some customer service standards have been developed for GN staff. Standards have been implemented for frequently used GN phone numbers, including Help Desk, Qikiqtani General Hospital, and the GN toll-free phone number. Other standards will be developed and finalized through the GN Communications Handbook.

Priorities (2014-15)

- Provide leadership direction to departments and agencies in implementing Sivumut Abluqta.
- In partnership with the Department of Finance, coordinate an external review of government programs to ensure delivery in an effective, efficient and economical manner.
- Evaluate GN communications methods and their effectiveness and efficiency in communicating GN messages to Nunavummiut, Canada and the world.

Department of Executive and Intergovernmental Affairs

- Ensure government services are available to all Nunavummiut in a timely and effective manner through the Government Liaison Officer Program.
- Conduct an internal review of the ATIPP function to determine effectiveness of administrative practices. Using the information, identify ways to build on our internal support and capacity.

Priorities (2015-16)

- Ensure mandate letters reflect the Sivumut Abluqta action plan are in place.
- As reviews of programs are completed, work with departments to implement enhancements to government programs.
- Review and evaluate the communication protocols and their effectiveness.

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.

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)	2013-14	2014-15	2015-16	2016-17
Policy and Planning		1,279	1,269	1,269	1,269
This division provides policy support and advice to Cabinet and government departments, as well as liaises with other organizations at the policy level.					
Statistics		841	866	866	866
<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		447	491	491	491
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		2,567	2,626	2,626	2,626

Priorities (2013-14)

- With the release of National Household Survey (NHS) data from the 2011 Census (beginning in May 2013), the Bureau will prepare community level data tables on various subjects and community profiles for distribution to the Government and the public. Data will be disseminated via the Bureau's website.
Status: StatsUpdate and tables on various topics from the 2011 National Household Survey have been released on the Bureau 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 enumeration.
Status: The Bureau attended meetings and reviewed the methodology and results of the coverage studies intensely. Statistics Canada's correction for undercoverage in Nunavut was deemed acceptable.
- With the release of Statistics Canada's revised provincial and territorial population estimates based on 2011 Census counts adjusted for net undercoverage (in September, 2013), the Bureau will update the community population estimates and projections in conjunction with Statistics Canada's revised Nunavut population estimates.
Status: Revised community population estimates based on the 2011 census adjusted for net undercoverage are now available on the Bureau's website. The projection model is complete and new community projections are forthcoming.

Priorities (2014-15)

- Prepare an evaluation framework and an evaluation plan for assessing the effectiveness and impacts of programs, projects and activities on socio-economic development in Nunavut.
- Develop capacity to provide an oversight role for program evaluations and undertake quality assurance review of external evaluations of government programs.
- Improve labour market indicators. The Bureau will develop an occupational demand model for Nunavut to help identify current and future labour market imbalances (shortages and demands).
- Complete the analysis and dissemination of the Nunavut Food Price Survey and explore the feasibility of an annual survey. Tables will be made available on the Bureau Website.
- Begin dissemination of recently acquired data sets on various social topics from Statistics Canada. Tables will be made available on the Bureau website.

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.
- 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 develop the capacity to provide an oversight role for program evaluations and undertake quality assurance review of external evaluations of GN programs.
- 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 topics.
- Continue providing data and assistance to the regional Socio-Economic Monitoring Committees and other interdepartmental committees. This will be accomplished by attending meetings and by the continued development of data useful for monitoring activities.

Priorities (2016-17)

- Continue to assist in operations for the 2016 Census of Canada – work with Statistics Canada to ensure that Nunavut residents are enumerated during field operations.
- The Bureau will focus on improving and developing economic indicators and models by utilizing Statistics Canada data. Tables will be made available on the Bureau website.
- The Bureau will explore the feasibility of obtaining and disseminating various sources of administrative data from GN departments to fill in data gaps.

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)	2013-14	2014-15	2015-16	2016-17
Inuit Employment Initiatives		3,315	3,255	3,255	3,255
Inuit employment initiatives assist departments in implementing their Inuit Employment Plans, provide support in human resource planning, identify training needs, and assist with succession planning.					
Public Service Training		4,370	4,346	4,346	4,346
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		576	621	621	621
Community Employment Support delivers Sivumuaqatigiit programs and services at the regional level including Inuit employment, and training and development.					
Total, Sivumuaqatigiit		8,261	8,222	8,222	8,222

Priorities (2013-14)

- Develop the Language Incentive Program in partnership with Nunavut Arctic College.
Status: The Pirurvik Centre was contracted to develop resources and assessment tools to support the Language Incentive Program. Our partners, Nunavut Arctic College and Inuit Uqausinit Taiguusiliuqtiit are involved with this project, which will be completed at the end of 2014-15.
- Review the Sivuliqtiksat Internship Program.
Status: The review is deferred to 2014-15.

- Review departmental Inuit Employment Plans and assist departments in drafting a training and development strategy to implement their plans.
Status: The Inuit Employment Steering Committee, which represents all departments and agencies, developed a “Current GN Inuit Employment Initiatives” document as a resource document to support and assist in developing their individual Inuit Employment Plans and strategies.
- Proceed with the implementation of the Decentralization Action Plan.
Status: As a result of the government restructuring of departments, the Decentralization Action Plan had to be reviewed and revised to reflect necessary changes. The revisions will be completed by end of 2014-15.

Priorities (2014-15)

- Finalize the Decentralization Plan and begin implementation in collaboration with other departments in the GN.
- In partnership with the Department of Finance, finalize the GN Public Service Human Resources Strategy and begin implementation.
- Review the delivery of Sivuliqtiksat Internship Program to ensure that it is effective in meeting its objectives.
- Ensure that all departments and public agencies work actively towards enhancing Inuit employment plans.

Priorities (2015-16)

- Continue implementation of the Decentralization Action Plan in collaboration with other departments in the GN.
- Deliver Sivuliqtiksat Internship Program with any necessary enhancements to ensure it is meeting its objectives.
- Ensure that all departments and public agencies work actively towards enhancing Inuit employment plans.

Priorities (2016-17)

- Conduct a training needs analysis to assist departments in implementing their Inuit Employment Plans.
- Evaluate and assess the Decentralization Action Plan to ensure its effectiveness.

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.

Objectives

- Enhance and foster strong working relationships with other governments.
- Coordinate the development of government strategies, policies and initiatives relating to Nunavut's federal, provincial and territorial relations.
- Coordinate GN participation in international relations related to international affairs and international trade policy.
- Coordinate GN internal trade policy.
- Coordinate GN activities relating to the GN relationship with Nunavut Tunngavik Incorporated, 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.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Intergovernmental Relations		947	1,030	1,030	1,030

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, and First Ministers' meetings. 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	1,415	1,443	1,443	1,443
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Aboriginal & Circumpolar 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 Federal, Provincial and Territorial Aboriginal Affairs Working Group; and 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.

Devolution 1,887 **1,849** 1,849 1,849

The Devolution Division 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 Division will also be responsible for coordinating the implementation of a final agreement.

Total, Intergovernmental Affairs **4,249** **4,322** **4,322** **4,322**

Priorities (2013-14)

- Work with the governments of the Northwest Territories and Yukon, Inuit Circumpolar Council, Gwich'in Council International and the Arctic Athabaskan Council to provide a northern voice to Canada's 2013-15 chairmanship of the Arctic Council.
Status: The Government of Nunavut participates in the Arctic Council Advisory Committee where we advise the Government of Canada on its chairmanship. Also, the territorial Premiers' host the Northern Premiers' Forum where the territorial governments meet with Inuit Circumpolar Council, Gwich'in Council International and the Arctic Athabaskan Council.
- Assist with hosting Arctic Council Working Group meetings and Senior Arctic Officials meetings in Nunavut.
Status: The Government of Nunavut is working with the Government of Canada on the Arctic Council meeting schedule. The next Senior Arctic Official meeting in Iqaluit is in June 2014.
- Continue engagement in Canada-US relations through the Beyond the Border/ Regulatory Cooperation Council Working Group.
Status: The Government of Nunavut continues to work with the federal government to advance the work of the Regulatory Cooperation Council.
- Continue engagement with Greenland through implementation of the Memorandum of Understanding and assisting to organize a trade mission to Greenland.
Status: A meeting has been scheduled with the government of Greenland in mid-2014 to determine next steps in the implementation of the MOU.
- Continued implementation of the Eeyou Marine Region Land Claim Agreement, Nunavik Inuit Land Claims Agreement and Nunavut Land Claims Agreement.
Status: The Government of Nunavut continues to participate in implementing meetings and nominations to boards for all claims groups.
- Renewal of the Nunavut Land Claims Agreement Implementation Contract.

Status: The Government of Nunavut has met with the implementing parties to negotiate the next contract period. As of February 2014, the parties continue to meet until agreement is made on the terms and levels.

- Coordinate Premier's attendance at the 2013 Council of the Federation meeting, 2013 Western Premiers meeting and 2013 Northern Premiers Forum.
Status: Premier participated actively in the 2013 Council of the Federation meetings in July and November as well as the Northern Premiers Forum in June and the Western Premiers Conference in June. In particular, the department, along with affected GN departments, undertook extensive work to ensure that Nunavut's interests were protected in the renewal of the labour market agreements and to advance awareness of mental wellness.
- Coordinate GN participation in the 2013 Arctic Council Ministerial Meeting.
Status: An elected member and a Government of Nunavut official attended the meeting and is continuing to work towards the next Ministerial meeting in 2015.
- Conclude discussions on Nunavut Accession to the Agreement on Internal Trade and consider proposed terms of accession.
Status: The department continued its work with the Nunavut Accession Working Group and Nunavummiut to reach mutually agreeable terms for Nunavut's accession to the Agreement on Internal Trade.
- Coordinate GN participation in the Annual Meeting of Federal-Provincial-Territorial Ministers responsible for International Trade.
Status: The Government of Nunavut participated in the annual meeting of Ministers responsible for International Trade. During this time, Provincial-Territorial ministers assisted the federal government in concluding trade agreements with Korea and the European Union. This will result in greater market access to Nunavut goods internationally and enhance Nunavut's ability to attract investment
- Coordinate GN participation at the Committee on Internal Trade.
Status: The Government of Nunavut participated as an observer to the Committee on Internal Trade.
- Continued participation in provincial-territorial debriefs on the Trans-Pacific Partnership and Canada-India Comprehensive Economic Partnership Agreement.
Status: Nunavut participates with other provincial and territorial governments in advising the federal government on these negotiations.
- Continue ongoing preparations to commence devolution Agreement-in-Principle negotiations with the Government of Canada and Nunavut Tunngavik Incorporated.
Status: The division continues ongoing preparations for devolution negotiations.
- Within the Aajiiqatigiinni framework, continue to work with NTI on matters of mutual interest to Nunavummiut.
Status: Both parties have been meeting at political and senior levels to cooperatively renew and adopt the protocol.

Priorities (2014-15)

- Work with the governments of the Northwest Territories and Yukon, Inuit Circumpolar Council, Gwich'in Council International and the Arctic Athabaskan Council to provide a northern voice to Canada's 2013-15 chairmanship of the Arctic Council.
- Assist with hosting Arctic Council Working Group meetings and Senior Arctic Officials meetings in Nunavut.
- Continued implementation of the *Eeyou Marine Region Land Claim Agreement*, *Nunavik Inuit Land Claim Agreement* and *Nunavut Land Claim Agreement*.
- Coordinate the Government of Nunavut's participation in the Annual Meeting of Federal-Provincial-Territorial Ministers responsible for International Trade.
- Coordinate the Government of Nunavut's participation at the Committee on Internal Trade.
- Coordinate Premier's attendance at the 2014 Council of the Federation meeting, 2014 Western Premiers meeting and 2014 Northern Premiers Forum.
- Renew the protocol with Nunavut Tunngavik Incorporated and continue to work on matters of mutual interest to Nunavummiut.
- Continue efforts on devolution Agreement-in-Principle negotiations with the Government of Canada and Nunavut Tunngavik Incorporated.

Priorities (2015-16)

- Continued implementation of the *Eeyou Marine Region Land Claim Agreement*, *Nunavik Inuit Land Claim Agreement* and *Nunavut Land Claim Agreement*.
- Coordinate the Government of Nunavut's participation in the 2015 Arctic Council Ministerial meeting.
- Coordinate the Government of Nunavut's participation in the Annual Meeting of Federal-Provincial-Territorial Ministers responsible for International Trade.
- Coordinate GN participation at the Committee on Internal Trade.
- Coordinate Premier's attendance at the 2015 Council of the Federation meeting and 2015 Western Premiers meeting.
- Host the 2015 Northern Premiers Forum.
- Within the Aajiqatigiinni framework, continue to work with NTI on matters of mutual interest to Nunavummiut.

- Continue efforts on the devolution Agreement-in-Principle negotiations with the Government of Canada and Nunavut Tunngavik Incorporated.

Priorities (2016-17)

- Pending successful negotiations, work to finalize the devolution Agreement-in-Principle for transfer of Land and Resource responsibilities from Canada to GN.

Inuit Employment Plan

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	101		99	
Total Filled Positions	72	71%	78	79%
Total Vacancies	29	29%	21	21%
Total Beneficiaries	54	75%	56	72%
Total Executive Positions	3		3	
Total Filled Executive Positions	3	100%	3	67%
Total Vacant Executive Positions	0	0%	0	33%
Total Beneficiaries in Executive Positions	3	100%	3	100%
Total Senior-Management Positions	12		11	
Total Filled Senior-Management Positions	11	92%	11	100%
Total Vacant Senior-Management Positions	1	8%	0	0%
Total Beneficiaries in Senior-Management Positions	5	45%	5	45%
Total Middle-Management Positions	13		13	
Total Filled Middle-Management Positions	10	77%	12	92%
Total Vacant Middle-Management Positions	3	23%	1	8%
Total Beneficiaries in Middle-Management Positions	7	70%	7	58%
Total Professional Positions	23		23	
Total Filled Professional Positions	11	48%	11	48%
Total Vacant Professional Positions	12	52%	12	52%
Total Beneficiaries in Professional Positions	6	55%	5	45%
Total Paraprofessional Positions	42		42	
Total Filled Paraprofessional Positions	33	79%	36	86%
Total Vacant Paraprofessional Positions	9	21%	6	14%
Total Beneficiaries in Paraprofessional Positions	29	88%	31	86%
Total Administrative Positions	8		7	
Total Filled Administrative Positions	4	50%	6	86%
Total Vacant Administrative Positions	4	50%	1	14%
Total Beneficiaries in Administrative Positions	4	100%	6	100%

Note: The department will receive funding for a total of 136 PYs in 2014-2015. 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 intern positions.

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

Nunavut Kiglisiniaqtiit (Nunavut Bureau of Statistics) analyzes and disseminates Statistics Canada data on Nunavut's labour force. A monthly report is produced on the latest data available from Statistics Canada's Labour Force Survey detailing employment statistics in Nunavut. The Labour Force Survey tracks employment for Inuit and Non-Inuit residents and other characteristics in the 19 largest communities.

EIA Communications is the central agency for providing communications support to the line departments and centrally coordinates all GN communication activities. The division will assist the newly acquired Inuit Employment Division in the development of a communication strategy on the implementation of the Government of Nunavut Inuit Employment Plan. The Communications Division will also develop a GN-wide communications policy with the intent of ensuring consistent quality, messaging and response to issues.

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

The Inuit Language Protection Act and the Official Languages Act require significant increases in the ability of staff to use the Inuit Language in the workplace. As part of its commitment to building capacity amongst senior management, the department will make first and second language Inuit language training available to all departmental employees and to executive management from across the Government of Nunavut.

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 department, with the involvement of the entire Senior Management Committee, will 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.

Financial Summary

Branch	2013 – 2014		2014 – 2015		2015 – 2016		2016 – 2017	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation & Benefits	5,041	44	5,213	43	5,213	43	5,213	43
Grants & Contributions								
Other O&M	2,074		1,983		1,983		1,983	
Subtotal	7,115		7,196		7,196		7,196	
STRATEGIC PLANNING								
Compensation & Benefits	2,320	18	2,379	19	2,379	19	2,379	19
Grants & Contributions								
Other O&M	247		247		247		247	
Subtotal	2,567		2,626		2,626		2,626	
NUNAVUT CABINET								
Compensation & Benefits	2,963	20	3,053	20	3,053	20	3,053	20
Grants & Contributions								
Other O&M	1,453		1,589		1,589		1,589	
Subtotal	4,416		4,642		4,642		4,642	
COMMISSIONER OF NUNAVUT								
Compensation & Benefits	160	1	162	1	162	1	162	1
Grants & Contributions	10		10		10		10	
Other O&M	129		129		129		129	
Subtotal	299		301		301		301	
SIVUMUAQATIGIIT								
Compensation & Benefits	4,198	33	4,159	33	4,159	33	4,159	33
Grants & Contributions								
Other O&M	4,063		4,063		4,063		4,063	
Subtotal	8,261		8,222		8,222		8,222	
INTERGOVERNMENTAL AFFAIRS								
Compensation & Benefits	2,299	19	2,372	20	2,372	20	2,372	20
Grants & Contributions	90		90		90		90	
Other O&M	1,860		1,860		1,860		1,860	
Subtotal	4,249		4,322		4,322		4,322	
TOTAL	26,907	135	27,309	136	27,309	136	27,309	136

**Department of
Finance**

**Business
Plan**

2014-2017

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CORE BUSINESS

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

	Budget (\$000)			
	2013-14	2014-15	2015-16	2016-17
Corporate Management	4,189	4,301	4,542	4,546
Policy, Planning and Financial Management	7,783	8,163	8,158	8,179
Comptrollership	25,166	25,566	25,175	25,310
Centrally Administered Funds	45,632	46,618	45,422	45,687
TOTAL	82,770	84,648	83,297	83,722

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 supports the Minister and the Public Agencies Council (PAC). The Directorate also negotiates, monitors and manages the fiscal arrangements with the federal government. 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.
- Through the Public Agencies Council, 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)	2013-14	2014-15	2015-16	2016-17
Directorate		2,017	2,241	2,368	2,375
<p>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 and the PAC.</p>					
Internal Audit Services		1,622	1,609	1,611	1,608
<p>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 for the purpose of advising as to the effectiveness, efficiency and economy of GN policies, practices, procedures, controls and to make recommendations for improvements.</p>					
Liquor Enforcement and Inspections	550		451	563	563
<p>Liquor Enforcement and Inspections is responsible for the enforcement of the <i>Liquor Act</i> and its regulations through inspections of licensed liquor establishments and special occasions involving alcohol. Liquor Enforcement and Inspections is responsible for the implementation of the Nunavut Liquor Licensing Board's decisions and directives.</p>					
Nunavut Liquor Commission					
<p>The Nunavut Liquor Commission is established by the Minister responsible under Part 2, Section 56(2) of the <i>Liquor Act</i>. Acting under the direction of the Minister, the Commission is responsible for the purchasing, warehousing, sale and distribution of all alcoholic products in the Territory of Nunavut.</p>					
Total, Corporate Management		4,189	4,301	4,542	4,546

Priorities (2013-14)

- Continue to monitor the implemented action plan for strengthening financial management in the government from an administrative, technical and professional viewpoint.
Status: Completed. The original action plan has been implemented and strengthening financial management will continue to be an ongoing focus of the department.
- Monitor the integration of the Departments of Finance and Human Resources.
Status: The integration of the departments was completed on April 1, 2013, processes are in place and opportunities to further streamline processes continue to be investigated and implemented.
- In partnership with EIA, develop a government-wide Human Resources Strategy.
Status: Ongoing. The Human Resources strategy will be finalized in 2014.

- Implement long-term objectives of the Human Resources Action Plan to address concerns identified in the Auditor General's 2010 report on human resources capacity.
Status: Completed. All remaining actions will be implemented with Human Resources strategy.
- Implement changes to the *Public Service Act*.
Status: Many new elements from the new Public Service Act have been implemented including the extension of appeal rights to all competitions. The Wrongdoing and Ethics Officer provisions will be implemented by April 1, 2015.
- Develop options for devolving staffing to departments.
Status: Work is continuing to update the staffing manual as a basis for moving forward with this priority. Options will be developed once the manual has been updated.
- Undertake a human resources audit for the Department of Health including a review of staffing processes.
Status: The audit has been deferred to the following year, due to other operational demands this audit has been postponed.
- Using information provided by the Minister's Task Force, develop proposals to change the *Liquor Act*.
Status: Regulations are being drafted to allow the full implementation of the amendments to the Liquor Act.

Priorities (2014-15)

- In partnership with EIA, coordinate an external review of government programs.
- Review the processes for monitoring grants and contributions and ensure that the appropriate controls are in place to assure good value for money from grant and contribution recipients.
- Undertake an internal review of the *Financial Administration Act* to ensure that it reflects best practices and current Nunavut realities.
- Undertake a human resources audit for Qulliq Energy Corporation including a review of staffing practices.
- Undertake a human resources audit for the Department of Health including a review of staffing processes.
- In partnership with EIA, finalize the GN Public Service Human Resources Strategy and begin implementation.
- Strengthen the Nunavut Liquor Commissions' social responsibility function.
- Develop the necessary regulations and policies to support a beer and wine store.

Priorities (2015-16)

- Begin implementation of appropriate recommendations from the program review.
- Develop any necessary amendments to the *Financial Administration Act* and regulations.

Priorities (2016-17)

- 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.

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, the department and public agencies. It also negotiates, monitors and manages the fiscal arrangements with the federal government. Expenditure Management provides analytical support to 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.
- 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)	2013-14	2014-15	2015-16	2016-17
Corporate Policy		2,023	1,944	1,948	1,952

Corporate Policy provides departmental, public agency and ministerial support through a dual role of assuming the responsibility for legislation and policy development and support to the Public Agencies Council (PAC). Corporate Policy assumes the lead role providing support and

liaison with the Minister's Office and provides the communications function for the department including the departmental website. For PAC, it acts as Secretariat as well as an operational role with respect to liaising with and providing assistance to public agencies in Nunavut. Corporate Policy supports client departments through the development, maintenance and interpretation of the Financial Administration and Human Resources Manuals. In addition, Corporate Policy leads the department's Inuit societal values initiatives.

Fiscal Policy	1,623	1,915	1,910	1,920
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Fiscal Policy comprises two sections: Fiscal and Economic Policy, and Taxation and Insurance. Fiscal and Economic Policy's work includes setting macroeconomic policy, negotiating and managing fiscal arrangements with the federal government, forecasting federal transfers to the GN such as Territorial Formula Financing, which accounts for 80% of the GN's annual revenues, and monitoring Nunavut's overall economic health. Fiscal and Economic Policy collaborates interdepartmentally on a wide range of initiatives with fiscal and economic implications, and it plays a special role supporting intergovernmental initiatives such as devolution. Taxation and Insurance's role is to ensure that the GN's tax regime is efficient, prudent, simple and fair. Its work includes setting tax policy, forecasting tax revenues, developing tax programs, enforcing compliance with tax laws, overseeing the tax-collection system and managing relations with the Canada Revenue Agency.

Expenditure Management	1,869	1,936	1,931	1,934
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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	2,268	2,368	2,369	2,373
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Corporate Services provides financial, administrative and human resource support to the Department of Finance. Corporate Services is responsible for budget development, analysis and control for the department and includes the risk management function. Corporate Services manages the Centrally Administrated Funds Branch. It also provides departmental human resource support including the coordination of the Financial Internship Program.

Total, Policy, Planning and Financial Management	7,783	8,163	8,158	8,179
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Priorities (2013-14)

- Successfully conclude re-negotiation of the major transfers and commence monitoring of implementation.

Status: Regulations pertaining to the federal transfer are completed and approved by the Treasury Board; all three sets of regulations will be reflected in the calculation of the 2014-15 transfer payment amounts.

- Choose a budgeting/forecasting tool for implementation.
Status: All departments are now using the same budgeting tool. This consistency will facilitate the migration to a new budgeting tool.
- Develop a training/orientation program for departmental staff that incorporates key components of the GN Expenditure Management handbook such as budgeting/forecasting and developing FMB submissions.
Status: The handbook is completed and will be implemented in 2014-15.
- Implement Enterprise Risk Management (ERM) across the GN.
Status: A draft policy has been developed in cooperation with all departments and will be approved and implemented in 2014-15.

Priorities (2014-15)

- Enhance the budget development process for departments and public agencies in order to develop a consolidated budget as part of the fiscal planning process.
- Implement, monitor and support the implementation of Enterprise Risk Management across the GN.
- Review the processes for monitoring grants and contributions and ensure that the appropriate controls are in place to assure good value for money from grant and contribution recipients.

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.

Priorities (2016-17)

- Implementation of the comprehensive review of the *Financial Administration Act*.

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; as well as 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.
- 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)	2013-14	2014-15	2015-16	2016-17
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Employee Relations and Job Evaluation		3,138	3,186	2,982	3,167
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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 WSCC requirements and offers programs to support the general wellbeing of all employees. 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		3,247	3,145	3,127	3,133
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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 Direct Online, Purchasing Card System, Crystal Reporting, User Defined Report systems and other financial software as required.

Financial Reporting and Controls	1,556	1,759	1,757	1,750
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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	2,890	3,026	3,007	2,988
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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 appropriately expended, collected and recorded. This program manages the accounts payable and receivable functions and is responsible for the disbursements under the Consolidated Revenue Fund. Financial Operations is also responsible for central coordination of the employee relocation process

Compensation and Benefits	2,742	2,743	2,727	2,729
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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 of the government's Human Resources Information System in conjunction with Financial Systems Management.

Recruiting and Staffing	2,299	2,566	2,420	2,419
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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	9,294	9,141	9,155	9,124
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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	25,166	25,566	25,175	25,310
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Priorities (2013-14)

- Undertake a formal review of workplace health and safety including WSCC compliance.
Status: Deferred to 2014-15 due to lack of resources.

- Revise the transfer assignment process to ensure that it promotes capacity building across the GN.
Status: Changes to the transfer assignment process to ensure rigour and fairness have been implemented and amendments to the HRM Directive are being drafted for review and implementation.
- Finalize changes to the Staff Housing Policy.
Status: Work continues with NHC to clarify roles and responsibilities regarding the Staff Housing Policy.
- Formalize and implement strategies to expand and strengthen the nature, scope and timing of Financial Control's activities.
Status: Preliminary assessment of Financial Control current activities in progress and will be assessed within a broader internal control integrated framework.
- Implement electronic workflow and invoice authorization for Accounts Payable.
Status: Work is continuing to complete electronic workflow for Travel, Delegation, and Contribution Agreements. Work cannot begin for Accounts Payable until the design for the previous systems is completed.
- Develop training and resource material for key Compensation & Benefits processes.
Status: To be completed in 2014-15.
- Undertake a re-engineering of the Human Resource Information and Payroll System.
Status: Efforts are ongoing to expanding the use of existing ePersonality modules. Self-Service for paystubs and T4s has been rolled out to most employees. .
- Review and revise the existing staffing manual to support the delegation of staffing to departments.
Status: Policies and procedures that will need to be reflected in the staffing manual are currently being revised.

Priorities (2014-15)

- Prepare for the implementation of the Ethics Officer and wrongdoing provisions of the *Public Service Act*.
- Develop a renewed and comprehensive Workplace Wellness Program.
- Implement methodology for further improvement in reporting of taxable payments to vendors (T4A) by automating the process of capturing these payments.
- Pilot implementation of leave and attendance software and determine priorities for the development of additional human resources modules.

Department of Finance

- Work with stakeholders on programs to develop Inuit youth employment opportunities and ladders within the government to promote technical skills.
- Provide effective input and support to efforts aimed at improving the understanding of the government's financial condition and performance, including improved consistency in terms of key measure and presentation between budget, fiscal update and financial statements.
- Building on the 2013-14 initiative to implement broader monitoring of key compliance and control matters by Financial Controls, implement procedures to support reporting to Finance management, at the non-consolidated level initially, on key compliance and control matters.
- Undertake a re-engineering of the Human Resource Information and Payroll System.
- Undertake a formal review of workplace health and safety including WSCC compliance.
- Explore opportunities for implementing a document management and tracking system.
- Review and revise the existing staffing manual to support the delegation of staffing to departments and measure individual departments' capacity to take on staffing responsibilities.

Priorities (2015-16)

- Finalize standardized job descriptions for identified groups across the GN.
- Explore further opportunities for implementation of electronic workflow and approvals for other financial processes within the GN.
- Pilot delegation of responsibility for staffing to select departments.

Priorities (2016-17)

- Evaluate the staffing delegation pilot and determine which departments are best suited for delegation.
- 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.

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)	2013-14	2014-15	2015-16	2016-17
Employee Benefits		19,296	20,174	18,584	18,452
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		10,218	10,326	10,301	10,273
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		5,013	5,013	5,432	5,857
GN Insurance, which provides liability insurance coverage for GN activities and assets, is a component of the GN's risk management function.					
Energy Subsidies		9,050	9,050	9,050	9,050
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
Nunavut Child Benefit (NUCB) is a non-taxable amount paid monthly to qualifying families with children under 18 years of age, which is fully funded by Nunavut.					
Total, Centrally Administered Funds		45,632	46,618	45,422	45,687

Inuit Employment Plan

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	267		267	
Total Filled Positions	187	70%	205	77%
Total Vacancies	80	30%	62	23%
Total Beneficiaries	87	47%	94	46%
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	0	0%	0	0%
Total Middle-Management Positions	43		43	
Total Filled Middle-Management Positions	34	79%	37	86%
Total Vacant Middle-Management Positions	9	21%	6	14%
Total Beneficiaries in Middle-Management Positions	12	35%	12	32%
Total Professional Positions	80		80	
Total Filled Professional Positions	54	68%	57	71%
Total Vacant Professional Positions	26	33%	23	29%
Total Beneficiaries in Professional Positions	12	22%	12	21%
Total Paraprofessional Positions	91		91	
Total Filled Paraprofessional Positions	62	68%	65	71%
Total Vacant Paraprofessional Positions	29	32%	26	29%
Total Beneficiaries in Paraprofessional Positions	43	69%	44	68%
Total Administrative Positions	34		34	
Total Filled Administrative Positions	21	62%	27	79%
Total Vacant Administrative Positions	13	38%	7	21%
Total Beneficiaries in Administrative Positions	20	95%	26	96%

The department of Finance continues to look for ways to increase Inuit employment and uses a number of recruitment tools to hire and retain Inuit staff.

IEP Initiatives:

Summer Student Employment Equity Program:

The Summer Student Employment Equity program is a government-wide initiative that is available to all secondary and post-secondary students living in Nunavut and studying in or outside Nunavut. The department of Finance values the program and actively hires Inuit students in the summer months. The program is a great way for students to get a chance to experience how it is to work for the government and develop workplace skills.

Financial Internship program:

This program was initiated to begin identifying possible training opportunities in the financial area and to support Beneficiaries in their academic endeavours. It has seen moderate success so far.

Short-term Training/Professional enhancement:

The department offers training to Inuit staff to improve their workplace skills and provide training opportunities aimed at ensuring Inuit employees succeed in their positions.

IQ Program:

The department of Finance has a strong Inuit Qaujimajatuqangit (IQ) committee that runs several initiatives and programs aimed at strengthening Inuit language and culture in the workplace.

Financial Summary

Branch	2013 – 2014 Main Estimates		2014 – 2015 Main Estimates		2015 – 2016 Planned		2016 – 2017 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Salary	2,077	25.0	2,170	25.0	2,170	25.0	2,170	25.0
Grants & Contributions	–		–		–		–	
Other O&M	490		522		761		768	
Subtotal	2,567		2,692		2,931		2,938	
POLICY, PLANNING AND FINANCIAL MANAGEMENT								
Salary	6,692	56.0	7,146	56.0	7,146	56.0	7,146	56.0
Grants & Contributions	–		–		–		–	
Other O&M	1,091		1,017		1,012		1,033	
Subtotal	7,783		8,163		8,158		8,179	
INTERNAL AUDIT SERVICES								
Salary	1,486	10.0	1,477	10.0	1,477	10.0	1,477	10.0
Grants & Contributions	–		–		–		–	
Other O&M	136		132		134		131	
Subtotal	1,622		1,609		1,611		1,608	
COMPTROLLERSHIP								
Salary	21,261	176.0	21,388	176.0	21,388	176.0	21,388	176.0
Grants & Contributions	–		–		–		–	
Other O&M	3,905		4,178		3,787		3,922	
Subtotal	25,166		25,566		25,175		25,310	
CENTRALLY ADMINISTERED FUNDS								
Salary	4,783	–	5,611	–	3,841	–	3,841	–
Grants & Contributions	11,105		11,105		11,105		11,105	
Other O&M	29,744		29,902		30,476		30,741	
Subtotal	45,632		46,618		45,422		45,687	
TOTAL	82,770	267.0	84,648	267.0	83,297	267.0	83,722	267.0

**Department of
Justice**

**Business
Plan**

2014-2017

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CORE BUSINESS

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

	Budget (\$000)			
	2013-14	2014-15	2015-16	2016-17
Advisory and Administrative Services	15,340	17,094	17,094	17,094
Law Enforcement	34,185	35,772	35,772	35,772
Legal Support Services	3,441	3,441	3,441	3,441
Court Services	9,123	9,785	9,785	9,785
Legal Registries	1,388	1,388	1,388	1,388
Corrections	32,145	33,797	35,449	35,449
Community Justice	4,817	4,817	4,817	4,817
TOTAL	100,439	106,094	107,746	107,746

Advisory and Administrative Services

Advisory and Administrative Services includes three programs: Office 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 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 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)	2013-14	2014-15	2015-16	2016-17
Deputy Minister/ Assistant Deputy Minister's Office		1,740	1,740	1,740	1,740
Assistant Deputy Attorney General					
<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		12,815	14,569	14,569	14,569
<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		785	785	785	785
<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		15,340	17,094	17,094	17,094

Priorities (2013-14)

- Continue to provide and expand training to Justices of the Peace (JPs).
Status: The Justice of the Peace program is actively assessing current training modules to better prepare Justices of the Peace by producing educational programs, training manuals, and reference materials. Training for Justices of the Peace is ongoing and includes specialized training and refresher courses. Particular focus is being paid to the Family Abuse Intervention Act and the Family Services Act.
- Continue to increase the recruitment of bilingual RCMP Special Constables and bilingual RCMP support staff.

Status: The RCMP is actively involved in recruiting programs to encourage Inuit and Inuktitut speakers to join the force at all levels. A recruiting unit is fully staffed with an Inuit member tasked with community outreach and recruitment of Inuit. As well the RCMP have undertaken: monthly recruiting information sessions, the Aboriginal Pre-Cadet Training Program, recruiting drives in all three districts within Territory and the RCMP has teamed up with the Nunavut Arctic College to provide opportunities for members to increase their knowledge and skills in Inuktitut.

Priorities (2014-15)

- Consult with stakeholders on the creation of civil forfeiture legislation.
- Work with stakeholders, and the Federal Government, to improve victim's services.
- Increase Inuit employment within the Department of Justice.

Priorities (2015-16)

- Work with justice partners and stakeholders to increase and improve alternatives to court and community based measures outside the court process.
- Introduce Civil Forfeiture legislation.
- Work with stakeholders, and the Federal Government, to improve victim's services.
- Increase Inuit employment within the Department of Justice.

Priorities (2016-17)

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

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)	2013-14	2014-15	2015-16	2016-17
Law Enforcement		34,185	35,772	35,772	35,772
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.					
Total, Law Enforcement		34,185	35,772	35,772	35,772

Priorities (2013-14)

- Continue efforts to increase capacity to communicate in the Inuit language within the RCMP in “V” Division and staff.

Status: Providing essential policing services to the people of Nunavut in the Inuktitut language is a priority for the Royal Canadian Mounted Police. Numerous initiatives continue in an effort to hire and retain Inuit and Inuktitut speaking employees. At the same time, support is being provided to employees who are currently interested in augmenting their language skills.

“V” Division Recruiting is currently staffed with two officers who are actively engaged in recruiting initiatives in Nunavut which specifically target Inuit and Inuktitut speaking applicants. The secondment of an Inuit RCMP Constable into the Chief Firearms Officer program for Nunavut also contributes immensely to countering the many language barriers at the community level.

The Aboriginal Pre-Cadet Training Program has been introduced in Nunavut with a goal in “V” Division to attract young Inuit Canadians to a career in the RCMP. This program will provide these prospective applicants with an opportunity to experience life as a RCMP cadet and to be mentored at their home detachments. This program has proven successful in attracting successful applicants in other regions of the country.

At the local level, RCMP employees have been invited by the Municipal Training Organization to partake in Introduction to Inuktitut lessons as the Pirurvik classes are expanded to different communities. The response has been positive as members have enrolled in the communities that the programs are being offered in. Inuit Cultural Awareness workshops are being conducted which also provides current and newly arriving members an overview on Inuit history, customs and traditions.

- 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. The Division is working closely with the Government on a response to suicide and on suicide prevention. The RCMP is a strong proponent of the Suicide Prevention Action Plan and has two members, including a senior officer, on the implementation committee. An Inuit RCMP member is currently the Vice President of the Embrace Life Council. The RCMP continues to support the ASIST and Mental Health First Aid programs, including the provision of training to ensure members and communities are prepared to deal with situations involving suicide.
- Continue to develop intelligence and crime prevention strategies.
Status: The use of intelligence in focusing the efforts of law enforcement and crime reduction through crime prevention are two guiding principles of the RCMP in Nunavut. Increased community based intelligence gathering and enforcement based on intelligence, has been effective in prohibiting the flow of illegal drugs and alcohol to, and within, Nunavut. In Iqaluit, the creation of a Crime Reduction Unit, has been created which specifically focuses on identifying and targeting criminal groups, high crime areas and 'prolific offenders'.

Priorities (2014-15)

- 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 (2015-16)

- 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 (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.

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)	2013-14	2014-15	2015-16	2016-17
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Legal and Constitutional Law		2,159	2,159	2,159	2,159
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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 (2013-14)

- Maintain a full staff complement and continue the effort to provide relevant professional development opportunities.
Status: The Director of Legislation Division and three legal counsel positions were filled. It is anticipated that positions for an additional legal counsel, French Legal Translator , Deputy Publication Editor / Territorial Printer, and a third Inuktitut Legal Translator will be going out for competition in the next fiscal year. Professional and administrative staff of the Legal and Constitutional Law and Legislation Divisions participated in professional development training opportunities offered in-house and in external conferences and training. Staff participation in professional associations and acting-assignments was encouraged as a developmental activity to foster retention.
- Support the expansion of Inuit Language capacity and activities within the two Legal Support Services Divisions: Legal and Constitutional Law, and Legislation.
Status: Legal and Legislation Divisions both have Inuktitut speaking administrative staff who provide front-line service contact in Inuktitut. All legislative staff and legal counsel have completed at least introductory level Inuktitut training with four of these staff completing level 2 training . Legal Division is currently arranging with the Pirurvik Centre to deliver custom language training to a cohort of divisional staff in-house in the upcoming months.

Priorities (2014-15)

- Achieve and maintain a full staff complement, and continue the effort to provide relevant professional development opportunities.
- 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.
- Increase internal capacity and reduce the dependence on external contractors for routine legislative drafting, translation and legal services.
- Issue Requests for Proposals to refresh the roster of firms available to provide specialist external counsel support to the Government as and when needed, and to acquire software to modernize the Legal and Constitutional Law Division’s practice management system.

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.
- 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.
- 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 (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.

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, 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, the Liquor Licensing 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)	2013-14	2014-15	2015-16	2016-17
Court Administration		6,946	7,782	7,782	7,882
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.					
Nunavut Liquor Licensing Board		314	140	140	140
The Nunavut Liquor Licensing Board functions independently to control the conduct of liquor license holders, the management and equipment of licensed premises, and the conditions under which liquor may be sold or consumed in licensed premises under the <i>Liquor Act</i> .					
The Family Support Program		364	364	364	364
The Family Support Program has the primary responsibility for collecting and disbursing child and spousal support payments. There are currently approximately two hundred and fifty open maintenance enforcement files.					
Justices of the Peace (JPs)		764	764	764	764
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, Justice 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		433	433	433	433
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
The Rental Officer receives, investigates, mediates and adjudicates complaints under the <i>Residential Tenancies Act</i> . A finding of non-compliance can result in a Notice or Order and can be filed in Court and enforced as an Order of 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	9,123	9,785	9,785	9,785
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Priorities (2013-14)

- Based on funding, develop and implement a pilot project for the Healthy Relationships Court.
Status: A request for funding from the Federal Government was denied resulting in this project being put on hold indefinitely.
- Continue to review and update Nunavut Acts and Regulations related to Court Services.
Status: Amendments were made to the Justice of the Peace Act. The Residential Tenancies Act, Labour Standards Act and Coroners Act are currently being reviewed for possible amendments.
- Continue to expand the Justice of the Peace program in Nunavut.
Status: A lawyer has been temporarily recruited to act as the Senior Justice of the Peace while the Justice of the Peace Program is restructured. Justice of the Peace training initiatives are being developed to expand community Justice of the Peace recruitment and involvement. Currently the Justice of the Peace program is making improvements to the Family Abuse Intervention Act (by increasing efforts to recruit local Justices of the Peace, streamlining administrative processes and planning expanded Family Abuse Intervention Act specific training initiatives in more communities. Recent amendments to the Justice of the Peace Act will improve the viability of the program while increasing community involvement.

Priorities (2014-15)

- Expand security measures for the courts in all communities by implementing a Security Policy and enhanced screening measures for court facilities.
- Expand compliment of community Justices of the Peace and increase training initiatives for Family Abuse Intervention Act and Regular Justice of the Peace.
- Continue to provide ongoing staff training and professional development opportunities.
- Maintain a full staff complement; continue efforts to provide relevant professional development opportunities; and expand Inuit Language capacity within Court Services.
- Explore the feasibility of a paperless “Electronic Court” by assessing, upgrading or replacing current court technology.

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.
- Explore the feasibility of leasing a transient housing unit for non-resident deputy judges and contractors such as court reporters and interpreters.
- Continue to provide ongoing staff training and professional development opportunities.
- 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.

Priorities (2016-17)

- With future growth, the Nunavut Justice Centre will need to expand its facilities including the addition of a Courtroom and office space.
- Implement a Court Records Management system for the Courts 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.

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)	2013-14	2014-15	2015-16	2016-17
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 (2013-14)

- Continue to implement an integrated workflow system that, after successful trials, will integrate all Legal Registries workflow with online electronic systems.
Status: The Land Titles integrated system is complete. The corporate equivalent is in development. This will be followed by linking the two online systems for data integration.
- Improve POLAR and BEAR based on client feedback and suggestions.
Status: POLAR is completed. Work on BEAR is proceeding as planned.
- Complete work on the Advisory Committee; work will be completed and Nunavut's position within the Canadian Securities framework will be negotiated.
Status: Advisory function in abeyance. Additional restructuring of securities regulators nationwide (joining either Memorandum of Understanding or Agreement in Principle model) will affect delivery times.

Priorities (2014-15)

- Review Parcelized Online Land Registration (POLAR) and Business Enquiry and Registration (BEAR) first year and continue to improve the systems, based on client feedback.
- Complete scanning and electronic archiving of all corporate records.

Priorities (2015-16)

- Complete Nunavut Land Claims Article Agreement Article 14 CGS surveyed lands transfer into Land Titles records.
- Review Parcelized Online Land Registration (POLAR) and Business Enquiry and Registration (BEAR) and continue to improve the systems, based on client feedback.
- Compile and finalize the listing of unsurveyed lands Article 14 lands.

Priorities (2016-17)

- Prepare to amend the Business Corporations Act to recognize new entities.
- Harmonize Parcelized Online Land Registration (POLAR) and Business Enquiry and Registration (BEAR).

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)	2013-14	2014-15	2015-16	2016-17
Corrections Directorate		7,214	7,147	7,147	7,147
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	3,415	3,415	3,415
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	1,867	1,867	1,867
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	10,216	10,216	10,216
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	2,311	2,311	2,311
To provide open and secure placement for youth offenders as ordered by the Court pursuant to the <i>Youth Criminal Justice Act</i> . The program provides treatment and care to youth sentenced to terms in custody or awaiting trial. The open custody young offenders are sent to 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.

Overcrowding Relief

Structure 1,652 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 **32,145** **33,797** **35,449** **35,449**

Priorities (2013-14)

- Evaluate the effectiveness of Community Supervision Services in all communities.
Status: Effective February 1 2013, the full transfer of Community Correctional service from Family Services to Justice was completed.
- Evaluate programs and operation of the correctional Rankin Inlet Healing Facility following the first year.
Status: The Rankin Inlet Healing Facility began receiving inmates at the end of January 2013. A full evaluation of programs and development will be conducted in the 2014-2015 fiscal year.
- Continue implementing a temporary solution to overcrowding at the Baffin Corrections Center.
Status: The construction of an overcrowding relief structure is on-going. The project is currently on schedule and on budget. Final completion of the facility is currently estimated to be the end of 2014.
- 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: McCready Consulting Ltd. was commissioned in 2012 to assist the Corrections Division with a needs assessment for the next 25 years.
- Review the pilot project utilized in the development of an integrated case management system.
Status: A risk assessment tool has been adopted and shared between Corrections and Community Corrections allowing an integrated approach to client case management.
- Implement the Corrections Training Program developed with Nunavut Arctic College.
Status: This option is still being considered but Corrections currently utilizes various professional services to train staff in mandatory requirements. The training of all

Corrections Staff in various disciplines is an ongoing priority. Various avenues will be explored to deliver appropriate training.

Priorities (2014-15)

- 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.
- Continue implementing a temporary solution to overcrowding at the Baffin Correctional Center.
- Hire, mentor, and train staff for the new overcrowding facility in Iqaluit and proceed with the operation of the facility.
- Develop staff training for all Correctional Staff across Nunavut in areas such as counseling techniques, healing programs, and suicide intervention.

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.
- Complete the hiring, mentoring and training of staff for the new overcrowding facility in Iqaluit and proceed with the operation of the facility.
- Continue development of staff training for all Correctional Staff across Nunavut in areas such as counseling techniques, healing programs, and suicide intervention.

Priorities (2016-17)

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

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)	2013-14	2014-15	2015-16	2016-17
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		3,298	3,298	3,298	3,298
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		4,817	4,817	4,817	4,817

Priorities (2013-14)

- Assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system.

Status: The Division provided specialized training to increase the capacity of Community Justice Committees to effectively take on diverted cases. Two training sessions took place March 2014. A Community Justice Outreach Worker and a Justice Committee member from each Nunavut Committee attended.

- Continue delivering Parenting after Separation programs and family mediation public awareness information sessions in all regions.

Status: The Community Justice Division continues to provide information on the Family Mediation Program to Nunavut Communities.

- Deliver crime prevention programs and public awareness sessions in all regions of Nunavut.
Status: The Community Justice Division has begun the development of a comprehensive framework to address crime. In December 2013, the Division began traveling to all 25 of Nunavut's communities for public engagement to help establish Crime Prevention priorities. The Division also continues to support Justice Committee members and Community Justice Outreach Workers in delivering community based crime prevention programs.

Priorities (2014-15)

- Assist Justice Committees to increase their ability to receive more cases diverted from the formal criminal justice system.
- Develop a crime prevention strategy for Nunavut and deliver crime prevention programs in all regions of Nunavut.
- 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.
- Continue to explore innovative ways to support victims of crime through the Victim Travel Support Program and the development of a victim care program.
- Explore options to improve family mediation services to Nunavummiut.

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.
- 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.
- Continue to explore innovative ways to support victims of crime.
- Roll out a Crime Prevention Strategy for Nunavut and continue to deliver crime prevention programs in all regions of Nunavut.

- Advance the delivery of an effective family mediation program for the people of Nunavut.

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.
- Deliver innovative support for victims of crime.
- Deliver crime prevention programs in all regions of Nunavut.
- Advance the delivery of an effective family mediation program for the people of Nunavut.

Human Rights Tribunal (Contribution from Directorate Branch)

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

Objective

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

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
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 (2013-14)

- Facilitate a smooth transition in leadership of the Tribunal staff.
Status: Internship for executive director was finalize in May 2013.

Department of Justice

- Continue to identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
Status: Public Hearings and the issuance of decisions have proven to be the most effective means of communicating our presence. Inquiries and notifications received have more than doubled as a direct result of the hearings. Newspaper ads have been published and cable ads.
- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
Status: 1 member resigned due to personal issues in May 2013 and a new member was appointed in July 2013.

Priorities (2014-15)

- Continue to identify ways in which the Tribunal can be more effective in publicizing its presence and purpose across Nunavut to maintain or increase intake.
- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
- Continue to decrease decision turn-around times.
- Conduct settlement proceedings within 3 months of rendering a Part 4 Decision.

Priorities (2015-16)

- Maintain the membership of the Tribunal to ensure a 5-member adjudicative body.
- Complete a semi-annual public awareness campaign.
- Continue to decrease decision turn-around times.
- Conduct settlement proceedings within 3 months of rendering a Part 4 Decision.

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.

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: Maliganik

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)	2013-14	2014-15	2015-16	2016-17
Legal Services Board		10,064	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		10,064	11,818	11,818	11,818

Priorities (2013-14)

- Develop an appropriate committee structure comprised of Board, staff, and community members at large to address ongoing issues of concern with legal services.
Status: Assessing recommendations from the Structural/Organizational Review, Legal Services Board will initiate discussion to review concerns and develop best practices with partners to improve delivery of services, including improved cooperation and communications.
- Investigate independent society status for LSB.
Status: At this time, the Legal Services Board current status and relationship with the Government of Nunavut will not change.
- Develop a 5-year strategic exercise for staff and Board, to ensure common goals, and vision for the provision for legal services in the territory.
Status: Legal Services Board anticipates planning and preparing strategic sessions as required.
- Employ a committee structure comprised of Board, staff, and community members at large to address ongoing issues of concern with legal services.

Status: Assessing recommendations from the Structural/Organizational Review, Legal Services Board will initiate discussion to review concerns and develop best practices with partners to improve delivery of services, including improved cooperation and communications.

Priorities (2014-15)

- Continue to work internally and with external partners on implementing the recommendations of the Structural/Organizational Review with a view to improving Legal Services Board's operational and administrative efficiencies.
- Implement a strategic planning session for the Board and where required, similar sessions with relevant key stakeholders.
- Fully implement Legal Services Board database and produce all necessary and relevant statistics.
- Launch Legal Services Board website with all relevant information available in Nunavut's official languages.
- Continue to assess current Legal Services Board policies for needed amendments and to identify new areas for policy development.
- Conduct a review of the court worker program with a view to improving and strengthening its value within justice system and at the community level.

Priorities (2015-16)

- Re-assess and evaluate the progress of the implementation of the change management plan to ensure actions undertaken or planned has achieved or will achieve improved operational efficiencies and service delivery.
- Develop a plan to implement any changes arising from the review of the Court worker Program.
- Continue to review and assess Legal Services Board policies for needed amendments or new areas requiring policy development.
- Evaluate and make any necessary improvements to database and reporting requirements.
- Continue to assess and/or implement needed changes to Legal Services Board's Information Technology systems.

Priorities (2016-17)

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

Inuit Employment Plan

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	335		369	
Total Filled Positions	260	78%	319	86%
Total Vacancies	75	22%	50	14%
Total Beneficiaries	109	42%	145	45%
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	1	50%	1	33%
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	2	25%	3	33%
Total Middle-Management Positions	30		30	
Total Filled Middle-Management Positions	23	77%	25	83%
Total Vacant Middle-Management Positions	7	23%	5	17%
Total Beneficiaries in Middle-Management Positions	5	22%	8	32%
Total Professional Positions	32		35	
Total Filled Professional Positions	22	69%	25	71%
Total Vacant Professional Positions	10	31%	10	29%
Total Beneficiaries in Professional Positions	2	9%	3	12%
Total Paraprofessional Positions	230		261	
Total Filled Paraprofessional Positions	185	80%	232	89%
Total Vacant Paraprofessional Positions	45	20%	29	11%
Total Beneficiaries in Paraprofessional Positions	84	45%	111	48%
Total Administrative Positions	31		31	
Total Filled Administrative Positions	20	65%	25	81%
Total Vacant Administrative Positions	11	35%	6	19%
Total Beneficiaries in Administrative Positions	15	75%	19	76%

In the 2014-17 fiscal years, the Department of Justice will be participating in two Government wide initiatives and several complementary department-specific initiatives to work towards achieving an average of 53% Inuit representation by 2017.

Working with the Department of Executive, the Department of Justice currently supports the Sivuliqtiksat Program. We had one intern into a Senior Management position successfully

graduate her internship program in June 2013. She has successfully assumed her targeted Senior Management duties and responsibilities.

In the meantime, we will continue to apply for Sivuliqtiksat positions as they become available.

Another Government wide initiative the department is participating in is the Inuit Employment Plan for the Government of Nunavut. This plan will be developed collaboratively with input from all departments. The Corporate Services Division, working with each of the Senior Managers, will spearhead the role for the Department of Justice.

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.

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 with the following activities:

Specific training is required to ensure that all individuals involved in staffing decisions are aware of and accurately apply the Priority Hiring Policy. It has been mandated 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 better Inuit Employment Plan hiring practices within the department.

- **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 a 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.

- **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 Qaujimajatuqangit, the department will work towards providing employees with the direction and tools they need to perform the work of the organization to the very best of their ability.

Actions to support staff include:

- 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 IQ days developed and held by our Illiniit Committee. Inuit Qaujimajatuqangit 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 Qaujimajatuqangit 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' surroundings, keeping workspaces safe and healthy to convey a sense of pride and respect that helps keep employees on board.

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

The Department of Justice will be fostering initiatives that improve the quality of work life. As in other public services 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.

- **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 Inuit to relocate to the territorial capital where most of our correctional institutions are currently located. In order to overcome these challenges, the Division is taking on the following initiatives:

- Various Corrections staff will visit high schools, job fairs and trade shows to educate students and the public about possible careers in Justice, and specifically the important role that our corrections staff plays in the rehabilitation of offenders. By promoting this division to youth, it will entice them to at least consider a career in corrections, and even encourage them to obtain post-secondary training in areas related to corrections. Ultimately, this will begin to build future employees for the corrections division and the Department as a whole.
- 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.
- Lead an ad campaign to increase awareness of positions in the Corrections Division. This includes sending job ads to the hamlets for posting and distribution, making radio announcements, and doing interviews to promote employment as a Correctional Officer or Youth Officer.
- Corrections is considering holding information sessions in communities in the South Baffin area.
- More visual advertising aimed at Inuit youth – TV, Internet, and Social Media (Facebook, Twitter, and Instagram) is being considered by the Division.
- Corrections is working on developing a quarterly Newsletter, done in all official languages, for the Division that will serve to help boost morale, communication, camaraderie, and potentially recruitment.

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;
- Identify and reward those who contribute to building and maintaining a representative, high-quality workforce, ultimately resulting in better service to the public; and,
- Ensure that the use of all of Nunavut's languages is encouraged in the workplace. Traditionally, some individuals have been hesitant to speak the Inuit languages in the workplace – its use will be actively encouraged by supervisors.

Financial Summary

Branch	2013 – 2014 Main Estimates		2014 – 2015 Main Estimates		2015 – 2016 Planned		2016 – 2017 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation & Benefits	3,964	42.0	3,964	43.0	3,964	43.0	3,964	43.0
Grants & Contributions	10,876		12,630		12,630		12,630	
Other O&M	500		500		500		500	
Subtotal	15,340		17,094		17,094		17,094	
LAW ENFORCEMENT								
Compensation & Benefits	–	–	–	–	–	–	–	–
Grants & Contributions	–		–		–		–	
Other O&M	34,185		35,772		35,772		35,772	
Subtotal	34,185		35,772		35,772		35,772	
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	6,520	62.0	7,182	67.0	7,182	67.0	7,182	67.0
Grants & Contributions	–		–		–		–	
Other O&M	3,991		3,991		3,991		3,991	
Subtotal	10,511		11,173		11,173		11,173	
CORRECTIONS								
Compensation & Benefits	21,714	191.0	23,366	217.0	25,018	217.0	25,018	217.0
Grants & Contributions	–		–		–		–	
Other O&M	10,431		10,431		10,431		10,431	
Subtotal	32,145		33,797		35,449		35,449	
COMMUNITY JUSTICE								
Compensation & Benefits	1,929	15.0	1,929	15.0	1,929	15.0	1,929	15.0
Grants & Contributions	2,303		2,303		2,303		2,303	
Other O&M	585		585		585		585	
Subtotal	4,817		4,817		4,817		4,817	
Total	100,439	336.0	106,094	368.0	107,746	368.0	107,746	368.0

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**Department of
Culture and Heritage**

**Business
Plan**

2014-2017

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CORE BUSINESS

The programs of the Department of Culture and Heritage are described below, within the following lines of business:

	Budget (\$000)			
	2013-14	2014-15	2015-16	2016-17
Directorate	5,375	5,375	5,375	5,375
Official Languages	10,905	10,905	10,905	10,905
Heritage	5,897	5,917	5,938	5,938
Elders and Youth	2,322	2,322	2,322	2,322
Inuit Qaujimagatuqangit	1,157	1,157	1,157	1,157
TOTAL	25,656	25,676	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)	2013-14	2014-15	2015-16	2016-17
Deputy Minister's Office		687	687	687	687

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	292	292	292	292
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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 Qaujimajatuqangit, and Heritage.

Policy and Planning	834	834	834	834
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	1,386	1,386	1,386	1,396
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 <i>Inuit Language Protection Act</i> 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	5,375	5,375	5,375	5,375

Priorities (2013-14)

- Integrate the Inuit Qaujimajatuqangit division into Policy and Planning.
Status: Not Achieved, Priorities for the divisions have changed.
- Update internal processes for the administration of grants and contributions.
Status: Initiated in 2013 by reviewing existing processes. Three Corporate Services staff received computer software training related to grants and contributions. Corporate Services has provided feedback to the Department of Finance on computer software which will enhance the tracking of grants and contributions.
- Continue to enhance staff skill sets through training and development opportunities.
Status: Sixty staff received training and development opportunities, in areas such as: Inuktit writing, Inuit Law and Inuit Inuusilirijjusingit, Supervisor's training, Standardized Writing System, and First Aid and Safety, with staff also attending various conferences.

Priorities (2014-15)

- A thorough review and evaluation of prior year estimates and actual expenses will be conducted to improve departmental budget forecasting.
- Conduct a review and implement changes to the Department of Culture and Heritage current Grants & Contribution Policies.

- Continue to enhance staff skill sets through training and development.
- Review the effectiveness of departmental Inuit employment planning and revise as necessary.
- Initiate discussions 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.

Priorities (2015-16)

- Develop and implement a communications plan for promoting changes to Culture and Heritage Grants & Contribution Policies, including holding regional workshops.
- 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.

Priorities (2016-17)

- Achieve a milestone of 85% Inuit beneficiary employment as per the targets set by the *Nunavut Land Claims Agreement*.
- Increase Culture and Heritage staffing presence in the Kivalliq region.

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 supporting the revitalization of Inuktitut among youth and communities with concerns of language loss, and strengthening its use among all Nunavummiut.

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 revitalization of Inuktitut among youth and communities with concerns of language loss, and strengthening its use among all Nunavummiut.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Language Acts Implementation		585	585	585	585
Language Acts Implementation oversees the general administration of the Branch and its programs, while taking a lead advisory role on language policies, managing the development and maintenance of the Uqausivut Plan, coordinating consultations with territorial institutions and others, and overseeing the monitoring and evaluation of the results achieved from the plan by departments and public agencies.					
Language Implementation Fund		5,000	5,000	5,000	5,000
The Language Implementation Fund assists Departments and public agencies in building their capacity to deliver programs and services in Inuktitut. The funds are centrally administered by the Department of Culture and Heritage to ensure effective management and accountability.					
Language Bureau		4,016	4,016	4,016	4,016
Language Bureau coordinates and provides translation services in the Official Languages to departments and public agencies, in accordance with the Translation Policy. The Bureau maintains a multilingual translation memory system, and collaborates with other organizations on language development and standardization.					
Language Research and Development	804		804	804	804
Language Research and Development coordinates policies and programs for the revitalization and strengthening the use of Inuktitut in Nunavut, in accordance with the <i>Inuit Language Protection Act</i> . It promotes public access to information about Inuktitut and language tools, creates public awareness and appreciation about the status, history and diversity of Inuktitut, and maintains dialogue and cooperation with organizations in Nunavut and abroad with the objective of protecting, developing and promoting the use of Inuktitut.					
Community Inuit Language Initiatives	500		500	500	500
Community Inuit Language Initiatives provides grants and contributions that support community-based initiatives that support the development, preservation, use and promotion of Inuktitut.					
Total, Official Languages		10,905	10,905	10,905	10,905

Priorities (2013-14)

- Establish policy directives to guide departments and public agencies on communicating and serving the public in the Inuit, English and French languages.
Status: Policy directives have been drafted, and are undergoing internal review.

- Coordinate translation and editing services in the Inuit, English and French languages, support professional development of staff, in addition to reviewing the Translation Policy and guidelines.
Status: Most departments have assigned Departmental Translation Coordinators. The Coordinators were trained and are using FLOW, the Translation Bureau's translation project management system. Staff from the Translation Bureau also received training, such as on the standardized writing system, Inuktitut morphology and syntax, and medical terminology. The Translation Policy has been reviewed, the department plans to release it in the Fall 2014, along with other policy directives on communications and services in the official languages.
- Promote public awareness and appreciation of the status, importance and diversity of the Inuit Language in Nunavut, including greater public understanding of the legislation.
Status: Uqausirmut Quviasuutiqarniq, Nunavut's celebrations of Inuktitut, was extended from 5 to 12 days in February 2014. This provided more opportunities for schools and other organizations to celebrate and appreciate Inuktitut. The department also released Iglanaqtut!, a comedy book written in Inuktitut, a Human Anatomy glossary, reprinted flash cards, birthday songs CDs, and distributed language resources to all schools and public libraries.
- Coordinate French language programs and services delivered by departments and public agencies, and provide contributions for the Francophone community.
Status: The department coordinated the delivery of programs and services in French delivered by departments and public agencies to ensure the effective and efficient use of third-party federal funding under the Canada-Nunavut General Agreement on the Promotion of the French and Inuit Languages. The department awarded a total \$285,000 in contributions for the development of the Francophone community and to support artistic and cultural development initiatives. The department also consulted members of the Francophone community to identify their needs and priority areas for the delivery of government services in French.
- Oversee the administration of the Language Implementation Fund to assist departments and public agencies in meeting their obligations toward Inuktitut.
Status: Activities by departments and public agencies included contributions to municipalities to improve compliance with their language obligations, enhancing language training and development of proficiency testing for public servants, expanding interpreter and translator post-secondary training programs, enhanced contributions for music and film productions in Inuktitut, and providing culturally relevant language materials for young learners and expecting parents.
- Increase contributions for the production of publications and other media that promote the revitalization, learning, and use of the Inuit Language in the community and among youth.
Status: The contribution funding was increased by \$100,000 to support more publications in Inuktitut. In addition to the funding under the Canada-Nunavut General Agreement on the Promotion of the French and Inuit Languages, the department awarded a total of \$1.6 million in grants and contributions to community-based language initiatives, including publications, new interactive media and workshops in Inuktitut.

Priorities (2014-15)

- Review policies and programs to support initiatives aimed at revitalizing and promoting the use of Inuktut among youth and communities.
- Establish an annual song writing contest to promote new music in Inuktut.
- Evaluate options to expand, improve and increase the participation of Nunavummiut during *Uqausirmut Quviasuutiqarniq*, Nunavut's annual celebration of Inuktut.
- Collaborate with the Inuit Uqausinginnik Taiguusiliuqtiit and other organizations to strengthen the use of the standardized Inuktut writing system in government.
- Establish baseline data on the capacity of the territorial public service to communicate and provide services to the public in all the official languages.
- Develop a strategy to improve the delivery of French language programs and services to the public.

Priorities (2015-16)

- Provide tools and workshops to promote community self-reliance in planning and organizing language activities that best reflect local needs and goals.
- Establish an *Uqausittinnik Saqqitiriniq* Award to recognize the work of authors and publishers and their contributions to promote Inuktut literacy among youth and adults.
- 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.
- Improve the department's overall capacity to coordinate the implementation, monitoring, management and evaluation of Inuit and French language obligations, policies, programs and services within government, including supporting the revitalization, promotion and use of Inuktut in all sectors of Nunavut society.

Priorities (2016-17)

- Evaluate and report on results achieved from the Uqausivut Plan. Consult with territorial institutions, municipalities and Nunavummiut regarding the setting of implementation priorities for the following next three years.

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)	2013-14	2014-15	2015-16	2016-17
Heritage Administration		1,898	1,903	1,924	1,924
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		2,008	2,008	2,008	2,008
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		368	368	368	368
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		202	202	202	202
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		176	176	176	176
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	1,245	1,260	1,260	1,260
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	5,897	5,917	5,938	5,938

Priorities (2013-14)

- Initiate the Nunavut Archaeological Sites Database transfer and transition plan.
Status: Not Achieved, a business case is currently in development.
- In collaboration with the Department of Education, develop and design a *Toponymy in the Classroom* project.
Status: Deferred to following fiscal year, due to capacity.
- Develop a *Nunavummiut Genealogy Research Guide* for distribution in all communities.
Status: Draft guide was produced; completion is deferred due to capacity.
- Initiate search for additional archival storage space to accommodate the increasing volume of incoming government records.
Status: Initiated search for new space for Heritage assets, including archival storage with Community Government and Service.
- Establish new processing space for archives.
Status: Not achieved – removed from priorities due to capacity, focus is now on storage.
- Take the necessary steps to start, end and distribute a Nunavut Geographic Names Gazetteer.
Status: Gazetteer needs to proceed through Department's Communications service for design, layout, and other services prior to its distribution. Anticipate a 3rd quarter 2014/15 launch.
- Conduct a review of NPLS operations.
Status: Deferred to next fiscal year.
- Test pilot program to automate libraries outside of Iqaluit.

Status: Contingent on successful completion of RFP and tendering process; anticipated for 2014/15.

Priorities (2014-15)

- Complete the extension of the Shared Service Agreement with Canadian Museum of Nature for the storage of Nunavut's paleontological specimens and assets.
- Negotiate a renewal and extension of the Shared Service Agreement with Prince of Wales Northern Heritage Centre (GNWT) for the storage of Nunavut's collection of heritage assets which include Archives, Museum Objects and Inuit Art.
- Complete MOU with Avataq Cultural Institute (Nunavik, PQ) assigning Avataq Designated Repository status for Nunavut archaeological artifacts extracted from the Nunavik Marine Region and in compliance with the *Nunavik Inuit Land Claims Agreement*.
- Canvas new storage space in Iqaluit for the department's heritage materials not requiring climate control currently maintained at Prince of Wales Northern Heritage Centre (GNWT, Yellowknife).
- Take the necessary steps to distribute Nunavut Geographic Names Gazetteer. This project has the added value of enhancing Inuktitut language and vocabulary.
- Develop and design a *Toponymy in the Classroom* project.
- Conduct a review of the Nunavut Public Library Services (NLPS) operations.

Priorities (2015-16)

- Increase contributions to community radio stations to improve local radio broadcasting in Inuktitut, and support the creation of new radio stations where there is a need.
- Install searchable database capacities for all archival holdings, including government records in archives, privately donated archives and Nunavut's holdings maintained in NWT Archives under shared services agreement.
- Launch new NPLS eBook Service.

Priorities (2016-17)

- Complete *Nunavummiut Genealogy Research Guide* in concert with Elders and Youth Division and distribute to high schools, regional heritage societies and general public access by way of the Nunavut Archives Program and the Department's Communication's section. This project has the added value of strengthening Inuktitut language from the evoking of Inuktitut names and locations.

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)	2013-14	2014-15	2015-16	2016-17
Elders and Youth Administration		608	608	608	608
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		518	518	518	518
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		396	396	396	396
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		2,322	2,322	2,322	2,322

Priorities (2013-14)

- Distribute compiled information on family relations to the communities.
Status: Deferred to next fiscal year due to capacity issues.

- Documentation and preservation of various clothing patterns. (either modern or traditional).
Status: Culture and Heritage held 3 regional workshops in Igloolik, Pond Inlet and Gjoa Haven on Pattern Making with Elders providing instruction on how to cut out patterns for Nattiquti and other traditional clothing. Additional workshops will be held in 2014-15 and a report will be developed following the workshops.

Priorities (2014-15)

- Distribute compiled information on family relations to the communities.
- Hold an Elder Lectures Workshop in Rankin Inlet with two elders from each Region.
- Continue Documentation and preservation of various clothing patterns. (either modern or traditional).
- Hold a regional workshop with Youth committee representatives.
- Plan and develop On-Land-Programs in relation to the clothing pattern program for the Kitikmeot.

Priorities (2015-16)

- Continue Elder Lecture Workshops in the three regions.
- Elder photos with biographies linking it to the kinship program.

Priorities (2016-17)

- Hold Inuktitut language workshops in the three regions aimed at Nunavut youth.
- Develop and deliver hunting and traditional tool making programs, including fish net making, aimed at Nunavut youth.

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)	2013-14	2014-15	2015-16	2016-17
Inuit Qaujimajatuqangit		757	757	757	757
The Inuit Qaujimajatuqangit Division takes the lead on coordinating Inuit Qaujimajatuqangit and Inuit Societal Value approaches across the government. This division also provides administrative support to the Inuit Qaujimajatuqangit Katimajit and chairs the interdepartmental Tuttarviit committee.					
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		1,157	1,157	1,157	1,157

Priorities (2013-14)

- Develop a framework for the collection and consolidation of IQ knowledge from Elders and existing sources
Status: Started the process in March 2013, including identifying key areas of the framework including the thematic identification of recordings, including indexing, time coding and catalogue dating of information dating back to 2004. This is an ongoing process that will serve to inform current and future generations on issues such as mental health, foster care, Inuit Qaujimajatuqangit, Inuit language and history once completed.
- Interview IQK members on certain IQ topics based on their experience and expertise.
Status: Completed first resource material that will be published before end of March 2014, Elijah Erkloo's interviews with elders on Inuusiliriqattaqtunut – counselling.
- Develop a Nunavut-wide collection of knowledge on Inuit societal values.
Status: Completed. Developed "Implementation of Inuit Societal Values Report", tabled March 2014.

Priorities (2014-15)

- Recommend and implement changes to Tuttarviit and Inuit Qaujimajatuqangit Katimajit (IQK) Terms of Reference.
- Review and recommend changes to government process on actions suggested by Inuit Qaujimajatuqangit Katimajit.
- Develop *ISV guidelines in the Workplace* and recommend changes to the Government's Human Resources Manual on Inuit Qaujimajatuqangit Directive.

- Develop an *IQ Day Handbook* and recommend changes to the Government's Human Resources Manual on Cultural Immersion Day Directive.
- Develop a government wide Inuit Qaujimajatuqangit Strategy that is culturally relevant with tools for monitoring & implementing of Inuit Qaujimajatuqangit in government programs, policies and services.
- Complete an Environmental scan of Culture and Heritages Inuit Societal Values and Inuit Qaujimajatuqangit approaches and initiatives that will assist in the development of the government wide Inuit Qaujimajatuqangit Strategy.

Priorities (2015-16)

- Implement Inuit Qaujimajatuqangit Strategy within departmental policies, procedures and legislation.
- 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.

Priorities (2016-17)

- Translate Culture and Heritage Inuktitut written material to provide additional resources for the Government.

Inuit Employment Plan

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	88		90.8	
Total Filled Positions	69	78%	77.8	86%
Total Vacancies	19	22%	13	14%
Total Beneficiaries	52	75%	58	75%
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	3	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	13		13	
Total Filled Middle-Management Positions	13	100%	13	100%
Total Vacant Middle-Management Positions	0	0%	0	0%
Total Beneficiaries in Middle-Management Positions	10	77%	10	77%
Total Professional Positions	45		49	
Total Filled Professional Positions	33	73%	40	82%
Total Vacant Professional Positions	12	27%	9	18%
Total Beneficiaries in Professional Positions	24	73%	28	70%
Total Paraprofessional Positions	16		14.8	
Total Filled Paraprofessional Positions	10	63%	11.8	80%
Total Vacant Paraprofessional Positions	6	38%	3	20%
Total Beneficiaries in Paraprofessional Positions	7	70%	9	76%
Total Administrative Positions	5		5	
Total Filled Administrative Positions	4	80%	4	80%
Total Vacant Administrative Positions	1	20%	1	20%
Total Beneficiaries in Administrative Positions	4	100%	4	100%

*Note: PY Count above includes only Vote 1 positions

The Department of Culture and Heritage is committed to achieving a representative level of Inuit employment. Due to the very nature of the department's mandate, many of the positions dictate that Nunavut Land Claims Agreement 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 (Corporate Services, Heritage, and Policy and Planning) within the Department, the use of Government wide programs such as Sivuliqtiksat, mentorship, and job training initiatives will be fully utilized to ensure that entry-level personnel have the opportunity to advance in the workplace.

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

- Hiring of beneficiaries into vacant positions;
- Reviewing all job descriptions to remove systemic barriers;
- Implementing the language of work provisions under the Inuit Language Protection Act within the department's work environment;
- Promoting of professional development, training, and mentorship.

FINANCIAL SUMMARY

Branch	2013 – 2014		2014 – 2015		2015 – 2016		2016 – 2017	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation and Benefits	2,654	28.0	2,654	28.0	2,654	28.0	2,654	28.0
Grants and Contributions	2,176		2,176		2,176		2,176	
Other O&M	545		545		545		545	
Subtotal	5,375		5,375		5,375		5,375	
OFFICIAL LANGUAGES								
Compensation and Benefits	5,953	38.0	6,983	38.0	6,983	38.0	6,983	38.0
Grants and Contributions	2,475		1,315		1,315		1,315	
Other O&M	2,477		2,607		2,607		2,607	
Subtotal	10,905		10,905		10,905		10,905	
HERITAGE								
Compensation and Benefits	2,082	14.8	2,082	14.8	2,082	14.8	2,082	14.8
Grants and Contributions	2,008		2,008		2,008		2,008	
Other O&M	1,807		1,827		1,848		1,848	
Subtotal	5,897		5,917		5,938		5,938	
ELDERS AND YOUTH								
Compensation and Benefits	1,193	8.0	1,193	8.0	1,193	8.0	1,193	8.0
Grants and Contributions	800		800		800		800	
Other O&M	329		329		329		329	
Subtotal	2,322		2,322		2,322		2,322	
INUIT								
QAUJIMAJATUQANGIT								
Compensation and Benefits	435	2.0	435	2.0	435	2.0	435	2.0
Grants and Contributions	400		400		400		400	
Other O&M	322		322		322		322	
Subtotal	1,157		1,157		1,157		1,157	
TOTAL	25,656	90.8	25,676	90.8	25,697	90.8	25,697	90.8

*Note: PY Count above includes both Vote 1 and Vote 4 positions

**Department of
Education**

**Business
Plan**

2014-2017

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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 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)			
	2013-14	2014-15	2015-2016	2016-17
Advisory and Administrative Services	5,172	5,974	5,974	5,974
K-12 School Operations	155,747	154,135	154,135	154,135
Curriculum and School Services	17,043	16,367	16,367	16,367
Early Childhood Education	3,595	6,484	6,483	6,483
Adult Learning & Educational Initiatives	1,414	1,270	1,157	1,157
TOTAL	182,971	184,230	184,116	184,116

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)	2013-14	2014-15	2015-16	2016-17
Directorate		855	1,196	1,196	1,196
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		1,493	1,458	1,458	1,458
The Policy and Planning division has responsibility for developing departmental policy and communications. The division is responsible for integrating and coordinating policy, legislation development, departmental planning, and providing advice on policy and strategic direction to the Directorate as required. This division also coordinates departmental communications and responds to access to information and protection of privacy requests.					
Corporate Services		2,824	3,320	3,320	3,320
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		5,172	5,974	5,974	5,974

Priorities (2013-14)

- Continue review of *Child Day Care Act* and Early Childhood Education (ECE) programming. Commence consultations with program experts and early childhood program staff.
Status: The department continues to review the Child Day Care Act and Early Childhood Education (ECE) programming. The department has conducted cross-jurisdictional research on a number of ECE-related topics including staff certification requirements, funding options, cultural and language programming.

- If revisions are necessary, proceed through the legislative process to update the *Child Day Care Act*.
Status: The Department of Education conducted multi-jurisdictional research around ECE practices and standards, as part of a comprehensive review of ECE programming across the country.
- Consult on and draft further new regulations for the *Education Act*. New regulation work will include home schooling and staff certification regulations.
Status: Work in this area was scaled-back, in order for the Department of Education to do more effective consultation and training to implement existing regulations with DEAs and stakeholders. Work on the home schooling and staff certification regulations is on-going.

Priorities (2014-15)

- Consult on and work to develop new regulations for the *Education Act*. Regulations development and implementation will conclude in 2017-2018.
- Review the *Education Act* to ensure it is meeting the needs of Nunavummiut.
- Continue with a comprehensive review of ECE and proceed through the legislative process to update the *Child Day Care Act*, ensuring that any revisions complement the *Education Act* and the *Inuit Language Protection Act*.
- Continue work on the parental and family engagement campaign to contribute to overall student success.
- Further development of the departmental website.

Priorities (2015-16)

- Streamline departmental standard operating procedures and standards of service.

Priorities (2016-17)

- Review the 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/CSFN offices located in Kugluktuk, Baker Lake, Pond Inlet and Iqaluit are responsible for the day-to-day operation of schools, supervision of teaching staff, liaison with DEAs, and overseeing the delivery of educational programs and services for

K-12. The department works closely with the CSFN to administer French minority-language schooling in Nunavut.

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)	2013-14	2014-15	2015-16	2016-17
Kindergarten - Grade 12 Instruction		121,955	121,235	121,235	121,235
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		14,490	12,395	12,395	12,395
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
Provides contribution funding to the Coalition of Nunavut DEAs to work on behalf of DEAs and to support DEAs.					
School Operations – Regional		15,288	16,574	16,574	16,574
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 42 schools (K-12) across Nunavut.					
Commission scolaire francophone du Nunavut		253	266	266	266
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		3,096	3,000	3,000	3,000
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	155,747	154,135	154,135	154,135
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Priorities (2013-14)

- Monitor the effectiveness of implementation of program initiatives that enhance positive school environments which will result in increased attendance, school completion, and parental and youth engagement.
Status: This initiative is still ongoing and we will continue to monitor the process as the program rolls out.
- Provide school-level support and monitor the effectiveness of implementation of the new Student Information System (SIS), formerly referred to as the student records system.
Status: The Student Information System training has taken place and is being implemented in all schools.
- Provide school-level support for implementation of new high school graduation requirements and ensure employers and the public understand the changes.
Status: Changes are expected to take place at the school level in 2014-15. A solid implementation plan will be developed to ensure that all stakeholders understand the changes.
- Implement revised Career and Program Planning program for Grades 7-12.
Status: Career and Program Planning continues to be a work-in-progress for the department. Work will continue in 2014-15, with emphasis on a strong communications plan for implementation.
- Survey new teachers regarding the effectiveness of the new orientation website for teachers new to their community, complete development of the two-day orientation workshop with a focus on Inuit culture and language and Nunavut curriculum.
Status: The formal mentoring program framework is being developed by a group of educators from across Nunavut. The goal is to have the framework completed by April of 2014, so that it will be ready for review and approval by the department and the Nunavut Teachers' Association.
- Complete design of the mentoring program for new teachers.
Status: The website is currently being developed, with the aim that it will be up and running for teacher recruitment in the spring of 2015.
- Complete development of the math benchmark assessments for students.
Status: The math benchmark project is underway for elementary grades. This work was stalled for some time as there was no Math Assessment Coordinator; however, this position is now filled and the original plans are being continued.

- Complete development of benchmarks for language arts assessment.
Status: Three bilingual Inuktitut/English second language theme units are completed for Grades 1-3, including major subject competencies, teaching activities, assessment strategies and learning materials. Work is continuing on the Grade 4 and 5 units and resources.

Priorities (2014-15)

- Work closely with the District Education Authorities to involve parents more actively in encouraging school attendance and contributing to student success.
- Implementation of Nunavut-wide assessments to assess student literacy in language and numeracy skills.
- Ensure consistency in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Implement the Safe Schools initiative, including standardized protocols for school safety and training for school staff to promote an inclusive environment where students can feel safe and encourage learning.
- Complete implementation of the revised Career and Program Planning program for Grades 7-12.

Priorities (2015-16)

- Review results of attendance and engagement programs, working closely with DEAs.
Ensure consistency in curriculum across Nunavut that will enable student success, not only in Nunavut, but in any Canadian jurisdiction.
- Review and monitor the implementation and effectiveness of the Safe Schools initiative.
- Monitor the progress and success of the Nunavut-based literacy framework.
- Strengthen Inuit language comprehension by continuing to adapt and create curricula in Inuktitut.

Priorities (2016-17)

- 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.
- Review data from Nunavut-wide assessments and benchmarks to inform plans for education in the territory.

Curriculum and School Services

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

Objectives

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

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Inuit Educational Leadership		747	618	618	618
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		2,762	2,762	2,762	2,762
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		12,378	11,411	11,411	11,411
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		487	941	941	941
Provides overall direction and administration coordination for Curriculum and School Services offices across Nunavut.					

French Division	669	635	635	635
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Provides funding for French language services for the Department of Education, including: promoting the use of French language, support for French language curriculum and support for minority language rights under the Charter of Rights and Freedoms.

Total, Curriculum and School Services	17,043	16,367	16,367	16,367
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Priorities (2013-2014)

- Implement the *Inuit Language Protection Act* and the *Education Act* by starting development of *Aulajaaqtut* for Grades K-6, and implementing Inuktitut Language Competencies and *Aulajaaqtut 7-9*.
Status: Work on Aulajaaqtut is proceeding with review and revision of the major topics in the program. Review of Inuktitut Language Competencies for K-12 is underway.
- Implement bilingual education by providing training to DEAs on the use of the early childhood materials and resources, training school staff on the language of instruction foundation document, developing Inuit language competencies for Grades 7-9, and offering a revised Inuit Language and Culture Certificate Training program.
Status: Work in this area has been slower than expected. The department is working with Nunavut Arctic College on revising the Language and Culture Diploma Training program. ECE program staff have had training on the early childhood materials. The Language of Instruction foundation document is in draft form.
- Continue implementation of the Ten Year Educator Training Strategy by offering the new Grade 7-9 Teacher Training program and finalizing the revised Student Support Assistant Certificate Program, as well as continuing the delivery of the School Community Counsellor Training Program through courses 3, 4, and 5.
Status: The first courses in the Grade 7-9 Teacher Training program have been offered and all the courses have been developed. The Student Support Training program has been revised. The School Community Counsellor training program has been completed in courses 3, 4, and 5.
- Provide in-service training across Nunavut for teachers and DEAs on drop-out prevention strategies, parent engagement strategies and the results of the Young Men’s Engagement project.
Status: Principals and DEAs were trained on attendance and parental engagement at a Nunavut-wide conference in the fall of 2013.
- Evaluate and make any necessary revisions to the new Student Information System (SIS), formerly referred to as student records system.
Status: The Student Information System training has taken place in all schools and is being implemented in all schools. The Student Information System team continues to work closely with schools to monitor implementation and help with this transition.

- Deliver in-service for the Multiple Options teaching resources such as course outlines to support changes to graduation requirements.
Status: Multiple Options has been delayed, in order to focus on the more pressing issues of literacy, numeracy and the need for assessments. Development or adoption of curricular outcomes to support all approved courses is underway. Once completed, schools will be provided with detailed information and support materials.

Priorities (2014-15)

- Ensure curriculum 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.
- Implement the *Inuit Language Protection Act* and the *Education Act* through development of Grade 4-6 curriculum units, and by starting work on new curriculum units for Grades 7-9, and continuing the development of *Aulajaaqtut* for Grades K-6.
- Implement bilingual education by reviewing implementation of language of instruction models in all schools.
- Continue implementation of the Ten Year Educator Training Strategy by offering courses 6, 7, 8 of the School Community Counsellor Training program, developing the High School Teacher Training program, and delivering the new Student Support Assistant Certificate program.
- Begin on-going evaluation of the new Student Information System and review the need for special components that may be required.
- Evaluate current programs and research and share best practices for school programs for the *Inuuqatigiitsiarniq* policy that enhance positive school environments and promote attendance, school completion and parental and youth engagement.
- Evaluate the orientation and mentoring program for new teachers implemented in the previous two years.

Priorities (2015-16)

- Ensure curriculum 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.
- 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.

Department of Education

- Complete development of *Aulajaaqtut* K-6 and continue development of Inuit language resources.
- Work with high schools on Language of Instruction implementation. Evaluate K-9 Language of Instruction implementation.
- Review Grade 7-9 Nunavut Teacher Education program implementation. Complete the School Community Counsellor Training program delivery, implement Grade 10-12 Teacher Training program and monitor the Student Support Assistant Training.
- Continue to monitor, evaluate and update Student Information System.
- Review evaluation results of *Inuuqatigiitsiarniq* policies and programs to determine if they are making a difference in student behavior and school environment.
- Implement changes to orientation and mentoring program based on evaluation.

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.

Early Childhood Education

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)	2013-14	2014-15	2015-16	2016-17
Healthy Children Initiative		595	908	908	908
The Healthy Children Initiative (HCI) provides funding for communities to develop or enhance programs and services for prenatal children to age 6 and their families. HCI provides funding through two programs. The first program is Community Initiatives, which provides funding for the enhancement or development of early childhood programs and services. The second program is Supportive Services, which provides funding on an individual basis for children requiring intensive support or specific assistance. An annual Nunavut-wide proposal call allows interested community groups and organizations to submit proposals to their regional HCI committee. The regional Early Childhood Officers are responsible for administering this program with help from the regional HCI committees.					
Day Care Grants and Contributions		1,970	2,150	2,150	2,150
Community early childhood facilities are licensed by the Department of Education under the <i>Child Day Care Act</i> . Regional offices are responsible for issuing start-up grants, providing ongoing program contributions, inspecting facilities annually, as well as providing licensing and operating support.					
Young Parents Stay Learning		133	140	140	140
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		346	1,734	1,733	1,733
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

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 551 **552** 552 552

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

Total, Early Childhood Education **3,595** **6,484** **6,483** **6,483**

Priorities (2013-14)

- If revisions are necessary, proceed through legislative process to update the *Child Day Care Act*, ensuring that any revisions complement the *Education Act*.
Status: The Department of Education conducted multi-jurisdictional research around ECE practices and standards, as part of a comprehensive review of ECE programming across the country.

Priorities (2014-15)

- Continue public consultations to assist in the comprehensive review of early childhood programs and services.
- Continue with a comprehensive review of Early Childhood Education and proceed through legislative process to update the *Child Day Care Act*, ensuring that any revisions complement the *Education Act*.
- Implement and facilitate increased safety and security measures in childcare facilities to ensure the safety and well-being of our most vulnerable citizens.
- Strengthen support for language skills development in ECE programs.

Priorities (2015-16)

- Develop an early childhood framework to guide delivery of programs and services.

Priorities (2016-17)

- Start developing a comprehensive database for early childhood programs and services.

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)	2013-14	2014-15	2015-16	2016-17
Adult Learning Office		321	292	292	292

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.

Literacy		347	350	350	350
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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

– PASS		623	599	486	486
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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		123	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	1,414	1,270	1,157	1,157
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Priorities (2013-14)

- Initiate the policy direction that will allow for the processing of outstanding loans from the FANS program.
Status: Work in this area has been delayed due to the transfer of the FANS program to the new Department of Family Services. Family Services will continue to develop policies to address outstanding loans.
- Monitor and report on literacy initiatives across Nunavut in conjunction with the Nunavut Literacy Council.
Status: Work is progressing on the report on literacy initiatives. The Department of Education continues to develop a strong working relationship with the Nunavut Literacy Council.
- Begin implementation of the Adult Mature Graduation Diploma, now referred to as PASS (Pathway to Adult Secondary School Graduation), in cooperation with program delivery institutions.
Status: PASS, with Nunavut Arctic College as its primary delivery agent, has launched two online courses for eligible students for English 30-2 and Social Studies 20-2. Nunavut Arctic College faculty deliver the online curriculum offered through the Alberta Distance Learning Centre (ADLC), which is the same as that offered in Nunavut schools. It is anticipated that more courses will be offered throughout 2014.

Priorities (2014-15)

- Monitor the effectiveness of the PASS program design and delivery.
- Continue to work collaboratively with Nunavut Arctic College in the development and implementation of the PASS program.
- In collaboration with the Department of Family Services, explore options to enable more Nunavummiut to enter into training to become trades apprentices.
- In accordance with the Nunavut Adult Learning Strategy (NALS), develop a strategy to engage Inuit men who may benefit from the PASS program.
- Continue to develop materials to help District Education Authorities in fulfilling their roles and responsibilities in education at the community level.

Priorities (2015-16)

- Develop partnerships for the delivery of financial literacy among adult learners.

- Continue to develop the PASS program's policies and procedures.

Priorities (2016-17)

- Develop a survey of students accessing PASS in order to evaluate the effectiveness of the program.
- In accordance with the Nunavut Adult Learning Strategy (NALS), develop a strategy to engage Inuit men who may benefit from the PASS program.
- 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.

Inuit Employment Plan

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	1253		1207.3	
Total Filled Positions	1111	89%	1071	89%
Total Vacancies	142	11%	136.3	11%
Total Beneficiaries	566	51%	554.5	52%
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	19		20	
Total Filled Senior-Management Positions	17	89%	18	90%
Total Vacant Senior-Management Positions	2	11%	2	10%
Total Beneficiaries in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	94		87	
Total Filled Middle-Management Positions	87	93%	81	93%
Total Vacant Middle-Management Positions	7	7%	6	7%
Total Beneficiaries in Middle-Management Positions	17	20%	23	28%
Total Professional Positions	646		639	
Total Filled Professional Positions	602	93%	594.5	93%
Total Vacant Professional Positions	44	7%	44.5	7%
Total Beneficiaries in Professional Positions	169	28%	175.5	30%
Total Paraprofessional Positions	339		320.35	
Total Filled Paraprofessional Positions	277	82%	258.8	81%
Total Vacant Paraprofessional Positions	62	18%	61.55	19%
Total Beneficiaries in Paraprofessional Positions	258	93%	243	94%
Total Administrative Positions	153		138.95	
Total Filled Administrative Positions	126	82%	116.7	84%
Total Vacant Administrative Positions	27	18%	22.25	16%
Total Beneficiaries in Administrative Positions	121	96%	112	96%

Department of Education has been very successful meeting its Inuit employment targets in the paraprofessional 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.

With this in mind, the department developed the Qalattuq 10 year Teacher Education Strategy, in conjunction with Nunavut Arctic College, Nunavut Tunngavik Inc. and the Nunavut Teachers' Association. The strategy was designed to help address the shortfall in the number of teachers who can teach in Inuit languages, as well as identifying new approaches to recruit, educate, and retain more Inuit educators. With many Inuit teachers expected to retire over the next few years, increasing the number of Inuit teachers is expected to be a significant challenge. 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. 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. This has now been expanded to eleven communities. Nunavut Arctic College, The Department of Education and the University of Regina have developed a collaborative proposal for the delivery of a 7-9 teacher education concentration at NAC.

Many training initiatives underway support employee skills development and certification of skills. These programs are important opportunities for retaining and promoting beneficiaries. A multi-year training strategy for Career Development Officers (CDOs) is currently being delivered by the department and the Canadian Career Development program, which is leading towards Nunavut, and possibly national, certification. The Educational Leadership Program for principals and vice-principals now leads to certification from the University of Prince Edward Island. A formal staff training program for school community counselors is in the implementation stage, with the first session being delivered in October 2012. Language and Culture certificate programs are also supported to develop Inuit language educators.

The Master in Education program, in partnership with the University of Prince Edward Island graduated 21 Inuit participants in 2009. There are currently 15 Inuit educators enrolled in this program, with graduation set for summer 2013. Many of these graduates remain employed with the department. It is hoped that their success will encourage other Inuit to complete the program. The program focuses on developing educational leadership and that they will remain with the department and move into supervisory positions.

APPENDIX I FINANCIAL SUMMARY

Branch	2013 – 2014		2014 – 2015		2015 – 2016		2017 – 2018	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Compensation & Benefits	703	4.0	721	4.0	721	4.0	721	4.0
Grants & Contributions	-		-		-		-	
Other O&M	152		475		475		475	
Subtotal	855		1,196		1,196		1,196	
POLICY AND PLANNING								
Compensation & Benefits	1,208	12.0	1,081	11.0	1,081	11.0	1,081	11.0
Grants & Contributions	-		-		-		-	
Other O&M	285		377		377		377	
Subtotal	1,493		1,458		1,458		1,458	
CORPORATE SERVICES								
Compensation & Benefits	2,179	19.0	2,221	20.0	2,221	20.0	2,221	20.0
Grants & Contributions	85		85		85		85	
Other O&M	560		1,014		1,014		1,014	
Subtotal	2,824		3,320		3,320		3,320	
K-12 SCHOOL OPERATIONS								
Compensation & Benefits	129,394	1,089.3	129,708	1,104.3	129,708	1,104.3	129,708	1,104.3
Grants & Contributions	18,408		16,476		16,476		16,476	
Other O&M	7,945		7,951		7,951		7,951	
Subtotal	155,747		154,135		154,135		154,135	
CURRICULUM AND SCHOOL SERVICES								
Compensation & Benefits	6,312	58.0	6,579	55.0	6,579	55.0	6,579	55.0
Grants & Contributions	2,967		2,987		2,987		2,987	
Other O&M	7,764		6,801		6,801		6,801	
Subtotal	17,043		16,367		16,367		16,367	
EARLY CHILDHOOD EDUCATION								
Compensation & Benefits	601	5.0	825	7.0	825	7.0	825	7.0
Grants & Contributions	2,698		5,032		5,031		5,031	
Other O&M	296		627		627		627	
Subtotal	3,595		6,484		6,483		6,483	

Branch	2013 – 2014 Main Estimates		2014 – 2015 Main Estimates		2015 – 2016 Planned		2017 – 2018 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
	ADULT LEARNING AND EDUCATIONAL INITIATIVES							
Compensation & Benefits	674	6.0	636	6.0	636	6.0	636	6.0
Grants & Contributions	178		175		175		175	
Other O&M	562		459		346		346	
Subtotal	1,414		1,270		1,157		1,157	
TOTAL	182,971	1,193.3	184,230	1,207.3	184,116	1,207.3	184,116	1,207.3

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**Department of
Health**

**Business
Plan**

2014-2017

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CORE BUSINESS

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

	Budget (\$000)			
	2013-14	2014-15	2015-16	2016-17
Directorate	22,979	23,200	23,358	23,358
Public Health	17,745	17,857	17,857	17,857
Health Care Service Delivery	239,634	257,890	256,999	256,999
TOTAL	280,358	298,947	298,214	298,214

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, and systems support. 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)	2013-14	2014-15	2015-16	2016-17
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Deputy Minister		1,574	1,339	1,339	1,339
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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		655	676	676	676
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The Programs and Standards line of business provides overall management and leadership in developing territorial programs, policies, standards and guidelines, ensuring quality assurance, local community capacity building, and is responsible for promoting and maintaining information on the health of Nunavummiut.

ADM Operations 3,166 **3,531** 3,531 3,531
 The Operations line of business provides overall management and leadership for Iqaluit and regional operations in the delivery of programs, services, and support for local community capacity building.

Corporate Services 11,278 **11,333** 11,491 11,491
 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 5,498 **5,258** 5,258 5,258
 Human Resources provides support for recruitment and retention, Inuit employment planning, and general human resource administration.

Policy and Planning 808 **1,063** 1,063 1,063
 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	22,979	23,200	23,358	23,358
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Priorities (2013-14)

- Implement the framework for the evaluation of departmental programs and services.
Status: The department continues to explore collaboration opportunities and options to develop departmental or overall frameworks to guide the evaluation of departmental programs and services.
- Assess whether the budgeting process has addressed the cyclical nature of anticipated cash reimbursements for major health problems.
Status: The assessment is complete. Improvements have been made to the departmental budgeting process based on historical spending patterns.
- Implement the Nunavut interoperable Electronic Health Records (iEHR) Program in referral sites located in Ottawa, Edmonton, and Yellowknife.
Status: The iEHR Program has been implemented in Ottawa. Implementation is in progress in the other referral centres.
- Develop an All Hazards Health Emergency Management Plan for the department, including a review of the existing Pandemic Influenza Plan.
Status: Emergency contact protocols and procedures have been developed. Emergency communications equipment has been deployed to all health facilities. Further plan development is on-going.

- Complete and implement the health services strategic plan based on the health care gap analysis and potential for innovation aimed at establishing optimal staffing levels and service delivery approaches in each community.
Status: The department is considering approaches aimed at establishing optimal staffing levels in each community.
- Develop and implement a Patient Relations process to assist in responding to and resolving complaints related to health care delivery.
Status: The Office of Patient Relations became operational in July 2013.
- Consider revisions to the Nunavut Nursing Recruitment and Retention Strategy based on the evaluation.
Status: The department is exploring revisions.

Priorities (2014-15)

- Continue to implement the Nunavut interoperable Electronic Health Records (iEHR) Program.
- Review and revise the Extended Health Benefits Policy.
- Amend the *Vital Statistics Act*.
- Explore and develop a framework for enhancing performance management and accountability
- Review the department's human resources plan.

Priorities (2015-16)

- Begin legislative process to introduce health specific privacy legislation.

Priorities (2016-17)

- Develop health professions umbrella legislation to allow the regulation of multiple health professions currently not regulated in Nunavut.

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, intersectoral partnership and collaboration, regulation, and community development.

Objectives

- To develop and implement 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 promote and support community-based solutions to address food security and enhance access to nutritious food throughout the territory.
- To strengthen partnerships with Inuit organizations with respect to public health programs and policy development.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Chief Medical Officer of Health		1,556	1,471	1,471	1,471
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		1,492	1,593	1,593	1,593
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, day cares, 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		14,073	14,141	14,141	14,141
Population Health designs services 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	624	652	652	652
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Population Health Information is responsible for maintaining, producing and disseminating health information to the Territory. This information includes: Community Health Centre accessions, physician accessions (in and out of territory), hospitalizations (in and out of territory), chronic disease statistics, Homecare utilization, Cancer Registry, Nutaqqavut Health Information System, and mental health surveillance. Population Health Information processes over half a million paper-based records per year and provides a variety of health statistics..

Total, Public Health	17,745	17,857	17,857	17,857
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Priorities (2013-14)

- Proceed through the legislative process towards a new *Public Health Act*.
Status: The department continues to work towards the introduction of a new Act.
- Monitor the implementation of the Sexual Health Framework for Action.
Status: The Framework for Action will continue until full implementation in 2017.
- Develop the policies, protocols, and standards for an integrated robust public health surveillance system for reportable communicable disease, immunization coverage, outbreak management, and environmental health.
Status: A number of manuals have been developed and distributed to relevant personnel covering topics such communicable disease, infection prevention and control and immunization. Significant progress has been made towards the completion of environmental health and tuberculosis manuals.
- Research and select a set of core population health indicators to develop a population health status report.
Status: A core set of indicators has been developed and the department has begun development of indicators specific to areas such as maternal child health and sexual health.
- Continue implementation of the Tobacco Reduction Framework for Action.
Status: Implementation is in year 2 of 5 and will continue until 2016.
- As part of the Public Health Strategy, develop priorities to support the Strategy's goals, indicators for evaluating the implementation process, and plans for the next phases of the Strategy's implementation.
Status: Work is underway on the next phase of a consolidated public health program.

Priorities (2014-15)

- Introduce a new *Public Health Act*.
- Support activities outlined in the *Nunavut Food Security Strategy and Action Plan*.
- Integrate, consolidate and improve public health programs.

Department of Health

- Continue implementation of the Tobacco Reduction Framework for Action.
- Monitor the implementation of the Sexual Health Framework for Action.

Priorities (2015-16)

- Implement the Nunavut Consolidated Public Health Program, which is designed to encourage healthy lifestyles and choices.
- Update and develop Public Health Act Regulations.
- Support activities outlined in the Nunavut Food Security Strategy and Action Plan.
- Continue implementation of the Tobacco Reduction Framework for Action.
- Monitor the implementation of the Sexual Health Framework for Action.

Priorities (2016-17)

- Evaluate the multi-year Health Portfolio Contribution Agreement with Health Canada in preparation for negotiating a new agreement.
- Monitor the implementation of the Sexual Health Framework for Action.

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 and home and community support services. The Branch strives to provide culturally relevant services through a holistic, patient-centred 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 care 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)	2013-14	2014-15	2015-16	2016-17
Professional Practice		1,383	1,400	1,400	1,400
Professional Practice promotes, establishes and maintains professional standards, best practices, and clinical procedures. It also manages the credentialing, registration and licensing of health care providers.					
Mental Health and Addictions		14,004	14,858	14,858	14,858
Mental Health and Addictions has a mandate to provide a client-centred, 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 behaviours, high stress, self-esteem and wellness issues, including addictions that limit personal functioning and well-being.					
Home Care and Community Care		7,563	7,906	7,906	7,906
Home Care and Community Care offers health related services to Nunavummiut needing healthcare 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.					
Medical Transportation		53,781	59,806	59,806	59,806
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		69,423	72,357	71,466	71,466
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 centres.					
Community Health Centres		36,299	35,298	35,298	35,298
Community Health Centres provide access to a range of health care and public health care services. Programs cover a range of services including health promotion, illness prevention, primary care and emergency treatment services for the population.					

Health Insurance

Programs/Vital Statistics	2,686	2,702	2,702	2,702
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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 and oral health.

Out-of-Territory Hospitals	44,800	53,800	53,800	53,800
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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
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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	2,621	2,689	2,689	2,689
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Oral Health provides oral health promotion and dental therapy for children in clinics and schools.

Total, Health Care Service Delivery	239,634	257,890	256,999	256,999
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Priorities (2013-14)

- Based on the internal review, determine whether legislative amendments would be necessary for the *Mental Health Act*.
Status: The department has developed a legislative proposal.
- Strengthen the delivery of Home and Community Care services.
Status: Home and Community Care workers received a series of training to strengthen the delivery of services.
- Develop the family practice program in the two regional health facilities and expand clinical services offered at the Qikiqtani General Hospital.
Status: Two full-time physicians, supported by additional regularly returning physicians, are located in Rankin Inlet.
- Proceed through the legislative process to update the *Vital Statistics Act*.
Status: The department has developed a legislative proposal.
- Implement the Mental Health and Addictions Framework.
Status: A draft Mental Health and Addictions Framework for Action was developed and has been used to guide strategic service capacity development, within available resources.

- Begin to increase mental health service capacity in the communities.
Status: Service capacity has been expanded using available resources. This includes additional staffing at the community level and enhancement of in-territory residential services.
- Evaluate the Mobile Addictions Treatment Pilot Program.
Status: The department completed the evaluation, which has informed planning for development of an in-territory addictions treatment service model.

Priorities (2014-15)

- Pursue growth in service capacity, guided by the Nunavut Mental Health and Addictions Framework for Action and, working with our partners, renew and strengthen our efforts towards suicide prevention.
- Improve the strategic management of federal program dollars administered by the department.
- Enhance long-term care services.
- Continue to work collaboratively with Health Canada to improve the overall health of Nunavummiut.
- Enhance clinical service delivery through a clinical quality assurance program.
- Work toward the implementation of an Infection Prevention and Control Program in order to protect patients and staff from infectious diseases in Nunavut Health Care Facilities.

Priorities (2015-16)

- Amend the *Mental Health Act*.
- Continue to increase service capacity, guided by 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.
- Amend the *Medical Profession Act*.

Priorities (2016-17)

- Continue to expand the mental health and addictions system of care across the service continuum, building upon successful community-led initiatives.

Inuit Employment Plan

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	951		988.8	
Total Filled Positions	595	63%	642	65%
Total Vacancies	356	37%	346.8	35%
Total Beneficiaries	284	48%	331	52%
Total Executive Positions	6		3	
Total Filled Executive Positions	4	67%	3	100%
Total Vacant Executive Positions	2	33%	0	0%
Total Beneficiaries in Executive Positions	2	50%	2	67%
Total Senior-Management Positions	59		30	
Total Filled Senior-Management Positions	40	68%	22	73%
Total Vacant Senior-Management Positions	19	32%	8	27%
Total Beneficiaries in Senior-Management Positions	6	15%	5	23%
Total Middle-Management Positions	87		113	
Total Filled Middle-Management Positions	58	67%	75	66%
Total Vacant Middle-Management Positions	29	33%	38	34%
Total Beneficiaries in Middle-Management Positions	4	7%	11	15%
Total Professional Positions	329		335.1	
Total Filled Professional Positions	188	57%	202	60%
Total Vacant Professional Positions	141	43%	133.1	40%
Total Beneficiaries in Professional Positions	17	9%	22	11%
Total Paraprofessional Positions	308		337.8	
Total Filled Paraprofessional Positions	199	65%	225	67%
Total Vacant Paraprofessional Positions	109	35%	112.8	33%
Total Beneficiaries in Paraprofessional Positions	165	83%	192	85%
Total Administrative Positions	162		169.9	
Total Filled Administrative Positions	106	65%	115	68%
Total Vacant Administrative Positions	56	35%	54.9	32%
Total Beneficiaries in Administrative Positions	90	85%	99	86%

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.

Programs planned for delivery in 2014-2015 include:

- Nunavut Nursing Baccalaureate program (Iqaluit);
- Maternal Care Worker / Midwifery program (Cambridge Bay);
- Community Health Representative Certificate program (Iqaluit);
- A certificate program in Health Services Leadership and Management will be delivered on-line by Red River College;
- Medical Clerk Interpreter course through Nunavut Arctic College; and
- One Beneficiary enrolled in medical school at McGill University in a seat provided by the Department of Health.

There is one Sivuliqtiksats intern working for the Department of Health.

Under the Summer Student Employment Equity program, Health hired 37 summer students in 2013, 29 of whom 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.

Financial Summary

Branch	2013-2014 Main Estimates		2014-2015 Main Estimates		2015-2016 Planned		2016-2017 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
DIRECTORATE								
Salary	17,102	126.0	17,329	126.0	17,329	126.0	17,329	126.0
Grants & Contributions	-		-		-		-	
Other O&M	5,877		5,871		6,029		6,029	
Subtotal	22,979		23,200		23,358		23,358	
PUBLIC HEALTH								
Salary	12,436	131.0	12,425	136.0	12,425	136.0	12,425	136.0
Grants & Contributions	498		498		498		498	
Other O&M	4,811		4,934		4,934		4,934	
Subtotal	17,745		17,857		17,857		17,857	
HEALTH CARE SERVICE DELIVERY								
Salary	80,026	718.3	79,995	726.8	79,870	726.8	79,870	726.8
Grants & Contributions	2,253		2,253		2,253		2,253	
Other O&M	157,355		175,642		174,876		174,876	
Subtotal	239,634		257,890		256,999		256,999	
TOTAL	280,358	975.3	298,947	988.8	298,214	988.8	298,214	988.8

Department of Family Services

Business Plan

2014-2017

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CORE BUSINESS

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

	Budget (\$000)			
	2013-14	2014-15	2015-16	2016-17
Corporate Management	5,586	6,831	6,754	6,754
Children and Family Services	50,399	53,606	50,685	50,695
Income Assistance	43,310	46,398	43,616	43,616
Career Development	14,496	15,576	15,576	15,576
TOTAL	113,791	122,411	116,631	116,641

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 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 reduce homelessness in Nunavut.

Department of Family Services

- To coordinate the development and implementation of initiatives aimed at reducing poverty and improving the quality of life for Nunavummiut.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Directorate		1,034	1,347	1,270	1,270
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		2,022	2,338	2,338	2,338
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		875	967	967	967
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		1,655	2,179	2,179	2,179
The Poverty Reduction Division is accountable for coordinating and implementing a range of poverty reduction initiatives aimed at enhancing self-reliance and improving standards of living for all residents. This includes developing and implementing the Makimaniq Plan and working closely with Nunavut Tunngavik and the Nunavut Roundtable for Poverty Reduction.					
The Homelessness file is also a part of the Poverty Reduction Division. This file provides financial support through grants and contributions for community organizations that provide shelter services to the homeless. It also entails research and the development of policy initiatives to eliminate homelessness.					
Total, Corporate Management		5,586	6,831	6,754	6,754

Priorities (2013-14)

- Work closely with the Minister to establish a vision for the department in collaboration with the public, outside partners and other departments and agencies.
Status: The department's Senior Management Committee has conducted two community-based face to face meetings to begin discussions with staff, the public and partners to establish a vision for the department. A draft vision has been developed for consideration.

- Work with the initial financial, policy and administrative structures in Family Services to identify strengths and weaknesses with a view to improving operations going forward.
Status: The department has undertaken the work required to identify its financial, policy and administrative needs and will continue to work collaboratively with other government departments to develop a plan to address shortfalls in these three key areas.
- Work with the Department of Education towards a smooth transfer of Career Development to Family Services.
Status: The Career Development Division was successfully transferred from the Department of Education to the Department of Family Services.
- Assess the adequacy of resources of the new department to provide the programs and services to achieve the mission.
Status: The department has completed an assessment of the adequacy of its resources and is in the process of working collaboratively with other government departments to secure the resources needed to achieve the department's mission.
- Assess departmental legislation to identify areas that require attention to ensure the statutes reflect the needs of Nunavummiut and the department's requirements for oversight and regulation.
Status: The department has developed an inventory of legislative needs and will focus on the prioritization of the inventory over the upcoming year.
- Assess the departmental team to determine the existing array of skills and knowledge, identify key skill gaps and take steps to strengthen the team in the first year of operation.
Status: Divisional directors have been working to identify staff needs for skill development and training. Various training initiatives are underway across the department to help address gaps that have been identified.
- Assess the current capacities of departmental databases to determine whether they adequately support operations and determine where information technology solutions are needed.
Status: There has been no formal assessment conducted on the current capacities of departmental databases. However, departmental divisions are aware of their specific database need requirements and have noted that various databases are at different stages of development and implementation. A formal assessment of the department's information technology needs is required. Work in this area is ongoing.
- With the senior management team, review, assess and develop priorities and objectives for the department and divisions.
Status: The department's Senior Management Committee has conducted three face to face meetings to discuss the department's mission, vision, values, objectives and priorities. The department recognizes that work in this area is ongoing and it is expected to progress over the next year as the department continues to mature.
- Review the implementation of the Social Services Transformation Plan and make any necessary adjustments as required.

Status: The department is working on feasible elements of the draft Social Services Transformation Plan.

- Continue to work with NHC to assess the action plan for homelessness and to ensure a smooth transition of services.
Status: Work continues with the Nunavut Housing Corporation to ensure that past commitments to homelessness initiatives, including the existing financial commitments to shelters are maintained.
- Implement the Homelessness Strategy and undertake periodic monitoring of its implementation.
Status: An action plan to address homelessness is under development. The action plan will be informed by the results from the 2014 research study, *A Profile of Homelessness in Nunavut* as well as the Government of Nunavut Long-Term Comprehensive Housing and Homelessness Strategy, which was prepared by the Nunavut Housing Corporation in 2013.
- Assess the outcomes of program initiatives undertaken through the Makimaniq Plan, and implement the planned changes.
Status: The Makimaniq Implementation Plan has been completed and the preparation of the Makimaniq Five Year Poverty Reduction Action Plan, 2014-2019 is in progress.

Priorities (2014-15)

- Work closely with the Minister to finalize and effectively communicate the vision of the new department to key stakeholders.
- With the senior management team, prioritize the department's inventory of legislative work and develop a plan to advance the work based on the prioritization schedule.
- Identify the resources required to strengthen the department's operations and continue to work collaboratively with other government departments to secure the resources needed to advance the department's mission.
- Contribute to the development and implementation of the Government of Nunavut's Human Resource Strategy.
- Continue to work closely with Nunavut Arctic College to develop career path training for various professions within the Department of Family Services that align with departmental position qualifications and lead to successful employment.
- Initiate the process to develop a departmental information technology plan. The plan will be built on a thorough assessment of departmental data needs.
- Complete the Makimaniq Five Year Poverty Reduction Action Plan, 2014-2019 and establish processes to meet the requirements of the *Collaboration for Poverty Reduction Act*.
- Prepare the Homelessness Action Plan, 2015-2016.

Priorities (2015-16)

- Progressively advance departmental legislative work based on the legislative prioritization schedule.
- Identify the resources required to strengthen the department's operations and continue to work collaboratively with other government departments to secure the resources needed to advance the department's mission.
- Complete the development of a departmental information technology plan and initiate the process to secure the resources required to implement the plan.
- Initiate an assessment of community-based resources and explore the feasibility of using community resources as an effective means to address community-based issues.
- Implement the Homelessness Action Plan, 2015-2016
- Table the first comprehensive Minister's annual report on poverty reduction as required under the *Collaboration for Poverty Reduction Act*.

Priorities (2016-17)

- Continue to advance departmental legislative work based on the legislative prioritization schedule.
- Explore the feasibility of implementing the departmental information technology plan.
- Evaluate the Homelessness Action Plan, 2015-2016 and initiate preparation of a Nunavut Strategy to House the Homeless, 2017-2020
- Undertake the three-year evaluation of the Makimaniq Five Year Poverty Reduction Action Plan, 2014-2019.

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 and Recognition Act* and the *Guardianship and Trusteeship Act*.

Department of Family Services

- 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)	2013-14	2014-15	2015-16	2016-17
Divisional Headquarters		1,058	1,332	1,422	1,432
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		11,453	11,586	11,375	11,375
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	466	466	466
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	1,456	1,456	1,456
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	3,143	3,143	3,143
Adult Support Services provides a range of counseling and support services to eligible adults with disabilities.					
Family Violence Services		3,436	3,736	3,436	3,436
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)		28,967	31,467	28,967	28,967
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 initiatives for persons with					

disabilities and women.

Total, Children and Family Services	50,399	53,606	50,685	50,695
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Priorities (2013-14)

- Ensure that appropriate regulations are prepared for any revisions to the *Child and Family Services Act*.
Status: Amendments to the Child and Family Services Act was passed in May 2013 and were implemented in February 2014. Legislative training occurred in March 2014.
- Review the implementation of the Social Services Transformation Plan and make any necessary adjustments as required.
Status: The department is working on feasible elements of the draft Social Services Transformation Plan.
- Explore sources of funding to implement an electronic case management system for child and family services.
Status: Funding for the client information system was not approved. The division has developed an interim residential care tracking tool for children and adults in placements.
- Implement the Ilagiitsiarniq Family Violence Prevention Strategy in collaboration with partners.
Status: An analysis of the program and funding issues of the Women's Shelter program was completed in June 2013. Implementation of the strategy has been deferred to next year pending staff recruitment.
- Develop a work plan to improve residential services case management and contract management.
Status: A residential care work plan has been developed and implemented. Aspects of the plan include: the establishment of a Placement Planning Review Committee, the development of an interim residential care tracking tool and the development of residential care standards and processes. The plan contributes to an overall improvement in residential care case management.

Priorities (2014-15)

- Plan to initiate a review of the Ilagiitsiarniq Family Violence Prevention Strategy.
- Continue to implement and seek out resources to support the residential care work plan to improve residential services case management, and contract management, including family based care development in Nunavut.
- Develop and begin to implement an action plan to respond to recommendations from the 2013 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut.
- Implement a work plan to expand and consolidate Iqaluit Area Office management and operations.

- Plan to initiate a review of the *Aboriginal Custom Adoption Recognition Act*.

Priorities (2015-16)

- Work with key partners to review the Ilagiitsiarniq Family Violence Prevention Strategy.
- Implement the action plan from 2013 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut.
- Work with key partners to review the *Aboriginal Custom Adoption Recognition Act*.
- Review progress and make any necessary adjustments to residential care work plan.

Priorities (2016-17)

- Support the implementation of the Ilagiitsiarniq Family Violence Prevention Strategy.
- Support changes to the Aboriginal Custom Adoption program.
- Complete the implementation of recommendations from the 2013 Auditor General's Follow-up Report on Child, Youth and Family Services in Nunavut.
- Evaluate the residential care workplan and implement necessary changes.

Income Assistance

The objective of 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)	2013-14	2014-15	2015-16	2016-17
Income Assistance Headquarters Office		1,011	1,045	1,045	1,045
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 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.					
Community Delivery		117	117	117	117
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 <i>Social Assistance Act</i> and Regulations, as well as policies and procedures established by the department.					
Administration – Regional		4,926	5,164	5,164	5,164
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
Governed by the <i>Senior Citizens Benefit Act</i> , 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	307	307	307
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.					
Program Compliance		240	240	240	240
This program is responsible for assisting and completing program audits to ensure that the <i>Social Assistance Act</i> , 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.					

Social Assistance	34,337	37,153	34,371	34,371
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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	43,310	46,398	43,616	43,616
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Priorities (2013-14)

- Deploy the Income Assistance electronic delivery system to communities dependent on available resources and network capabilities, including staff training and system support.
Status: The Income Assistance Delivery System has successfully been deployed to Family Services headquarters and the Pangnirtung, Iqaluit & Pond Inlet delivery offices. Deployment in Rankin Inlet is anticipated to be completed by April 2014.
- Secure resources to complete a comprehensive review of the government’s Income Assistance programs, including Social Assistance, Day Care Subsidy, Senior Fuel Subsidy, Senior Citizens Supplementary Benefit, Sivuniksaliarniq, and Transition to Work programs. In collaboration with the Department of Education, this work will include adding structure and expanding options to the concept of “productive choices”.
Status: There has been no progress on this item because the legislative review of the Social Assistance Act was noted as a priority that needed to be completed before the program review could move forward. Departmental resources were limited and therefore, directed toward the legislative review of the Social Assistance Act.
- Conduct a legislative review of the *Social Assistance Act* and its regulations with the Department of Justice and eliminate gaps and inconsistencies in the current legislation, regulations, policies and procedures.
Status: The work has progressed in phases with each phase of proposed amendments having an increased level of complexity. The first phase of regulation amendments has been implemented.
- Dedicate resources to gather the statistics required in order to cost out possible changes to allowable earned income deductions and explore funding options required to make regulatory changes.

Status: There has been no progress on this item due to resource constraints and the need to focus limited resources on the day to day operations of the Income Assistance program. Once resource capacity increases, this priority will be re-explored.

Priorities (2014-15)

- The Income Support Delivery System (ISDS) deployment is a key priority for the division. The Income Assistance team will continue to deploy to communities based on capacity to deliver training and to ensure the necessary infrastructure is in place to support the system.
- Complete the legislative review of the *Social Assistance Act* and regulations to eliminate gaps and inconsistencies in the current legislation, regulations, policies and procedures.
- Initiate a review of the Income Assistance Programs, 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, Sivuniksaliuniq, and Transition to Work programs.
- Development of training and capacity building opportunities for Regional Managers and Income Assistance Workers.

Priorities (2015-16)

- Explore options to reform the Income Assistance Programs, 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, Sivuniksaliuniq, and Transition to Work programs.
- The Income Support Delivery System (ISDS) will be deployed to additional Nunavut communities based on resource capacity to support system requirements.
- 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.
- 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.

Priorities (2016-17)

- Based on resource availability, implement feasible reform options resulting from a review of Income Assistance Programs.
- Development of training and capacity building opportunities that focuses on statutory appointment training. Ongoing evaluation of training materials and the development of new materials as required.
- Ensure the public is aware of any changes to the Income Assistance program that may result from the comprehensive review.

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)	2013-14	2014-15	2015-16	2016-17
Career Development HQ		1,495	1,561	1,561	1,561

This office researches, develops and implements a coordinated plan for career and labour market training programs, including apprenticeship, which meets the needs of Nunavut residents and ensures this is linked to regional field service operations. 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. This office also includes the former Skills Canada Nunavut funding.

Career Services – Regional Offices	2,256	3,000	3,000	3,000
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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)	6,602	6,872	6,872	6,872
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This program provides direct support for student grants, loans and bursaries for Nunavut students attending post-secondary educational institutions. FANS support helps students pay for tuition, books, travel and accommodation. The budget also provides the resources required, staff and otherwise, to support the delivery of the FANS program.

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	4,093	4,093	4,093
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Adult Learning & Training Supports is both the name of the Government of Nunavut training fund for labour market interventions as well as the name of the key intervention program that 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 including providing funding to employers through the Training on the Job program, funding to apprentices and funding for the Adult Learning and Training Supports program, which shares the name of the fund. The Adult Learning and Training supports are intended to help individuals undertake education and training of a non-post-secondary nature that will lead directly to employment or to better employment.

Total, Career Development	14,496	15,576	15,576	15,576
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Priorities (2013-14)

- Complete examination of FANS system needs and develop and pilot a new FANS database.
Status: The new FANS database continues to be developed.. Staff testing, data migration and training are set to occur during the first quarter of 2014/15.
- Initiate the policy direction that will allow for the processing of outstanding loans from the FANS program.

Status: A process for collecting outstanding loans from the FANS program has been researched and selected. This process is being integrated into the new FANS database/delivery system.

Priorities (2014-15)

- Begin the implementation of the FANS database/delivery system.
- Develop the statistical parameters for forecasting FANS demand using data from the K-12 Student Information System and by working with Nunavut Arctic College and Nunavut Bureau of Statistics to develop completion and graduation data for academic programs.
- Prepare to study the effectiveness of the current operational structure for Career Development Officers and examine alternatives that may be more response to client needs.
- Seek out and establish relationships with third party partners who may be able to assist in the delivery of labour market programs and services.
- Begin the process of integrating the apprenticeship program into the Career Development division of the Department of Family Services.

Priorities (2015-16)

- Intensify community outreach amongst high school students as well as students studying at Nunavut Arctic College.
- Monitor the FANS database/delivery system and adjust according to staff feedback and potential policy updates.
- 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.
- Restructure Career Development field operations based on the prior year examination.
- Establish annual training regime for Career Development staff that includes familiarity with program policies and client service delivery standards.
- Study the capacity to move all program applications to a web-based format.

Priorities (2016-17)

- Review labour market program models for youth and study the value of implementing a program targeted directly at Nunavut youth.
- Review the operational structure to measure the impact on service delivery standards, program caseloads and post-intervention employment results.

Inuit Employment Plan

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	193		196.1	
Total Filled Positions	134	69%	174.6	89%
Total Vacancies	59	31%	21.5	11%
Total Beneficiaries	76	57%	105.1	60%
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	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	1	10%	2	20%
Total Middle-Management Positions	31		32	
Total Filled Middle-Management Positions	22	71%	27	84%
Total Vacant Middle-Management Positions	9	29%	5	16%
Total Beneficiaries in Middle-Management Positions	8	36%	12	44%
Total Professional Positions	57		67	
Total Filled Professional Positions	41	72%	55.5	83%
Total Vacant Professional Positions	16	28%	11.5	17%
Total Beneficiaries in Professional Positions	10	24%	14	25%
Total Paraprofessional Positions	80		71.1	
Total Filled Paraprofessional Positions	52	65%	66.1	93%
Total Vacant Paraprofessional Positions	28	35%	5	7%
Total Beneficiaries in Paraprofessional Positions	50	96%	63.1	95%
Total Administrative Positions	13		14	
Total Filled Administrative Positions	7	54%	14	100%
Total Vacant Administrative Positions	6	46%	0	0%
Total Beneficiaries in Administrative Positions	6	86%	13	93%

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 education and training to support employee skill development and certification of skills.

These initiatives include the following:

- Collaborating with Nunavut Arctic College (NAC) and the Departments of Justice and Health to review and modernize the Social Services Worker program to ensure compatibility with Government of Nunavut (GN) positions.
- The Department is committed to continue 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 Department of Family Services positions.
- 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.
- The department has self-funded two internship positions and developed training plans for the interns. It is anticipated that after successful completion of the training, the interns will occupy their current positions on an indeterminate basis.
- The department is currently supporting one Inuit employee who is on education leave. The department believes that educational leave offers important opportunity for employees to improve skills and support career progression.
- The department provides summer working opportunities for Inuit students to explore different types of work to gain practical and meaningful experience. During 2013-14, the Department hired eight Inuit summer students in various positions to allow them to gain work experience and explore Department of Family Services career options.
- The department regularly reviews job descriptions to ensure the removal of systemic barriers.
- The department is actively participating on the Government's Inuit Employment Steering Committee (IESC). The purpose of Inuit Employment Steering Committee is to develop comprehensive employment initiatives that shape the Inuit Employment strategy in line with Article 23 obligations of the Nunavut Land Claims Agreement.

Financial Summary

Branch	2013 – 2014		2014 – 2015		2015 – 2016		2016 – 2017	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
CORPORATE MANAGEMENT								
Salary	3,698	25.0	4,696	33.0	4,619	32.0	4,619	32.0
Grants & Contributions	400		837		837		837	
Other O&M	1,488		1,298		1,298		1,298	
Subtotal	5,586		6,831		6,754		6,754	
CHILDREN AND FAMILY SERVICES								
Salary	9,053	66.5	9,324	73.0	9,339	73.0	9,349	73.0
Grants & Contributions	3,856		4,156		3,856		3,856	
Other O&M	37,490		40,126		37,490		37,490	
Subtotal	50,399		53,606		50,685		50,695	
INCOME ASSISTANCE								
Salary	5,265	45.1	5,537	46.1	5,537	46.1	5,537	46.1
Grants & Contributions	37,127		39,943		37,161		37,161	
Other O&M	918		918		918		918	
Subtotal	43,310		46,398		43,616		43,616	
CAREER DEVELOPMENT								
Salary	4,119	44.0	5,199	44.0	5,199	44.0	5,199	44.0
Grants & Contributions	5,287		5,287		5,287		5,287	
Other O & M	5,090		5,090		5,090		5,090	
Subtotal	14,496		15,576		15,576		15,576	
TOTAL	113,791	180.6	122,411	196.1	116,631	195.1	116,641	195.1

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**Department of
Environment**

**Business
Plan**

2014-2017

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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)			
	2013-14	2014-15	2015-16	2016-17
Corporate Management	4,325	4,408	4,408	4,408
Wildlife Management	11,810	11,801	11,801	11,801
Environmental Protection	2,749	2,649	2,649	2,649
Fisheries and Sealing	3,461	3,475	3,475	3,475
Parks and Special Places	1,649	1,661	1,661	1,661
TOTAL	23,994	23,994	23,994	23,994

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 effective communications within the department, the GN and with Nunavummiut, as well as with national and international audiences.

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

Objectives

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

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Directorate		722	773	773	773
The Directorate is responsible for overall management and direction of the Department of Environment.					
Policy, Planning and Legislation		1,159	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		2,444	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		4,325	4,408	4,408	4,408

Priorities (2013-14)

- Develop competency database for recording and tracking staff skills, training, technical skill sets and qualifications.
Status: A template for recording and tracking staff skills and training has been developed. All staff training funded through the department training budget in the current year was recorded in the system, and all future training will be recorded. The project will be expanded in future to include other skills, qualifications and certifications.
- Continue to enhance DOE employees' skill sets through training and development.
Status: Staff training continues to be a DOE priority. An extensive upgrade to the Field Officers' annual training program was undertaken, leading to a higher standard of officer training throughout the territory. Financial staff training was upgraded in a number of areas, including on-site training for decentralized staff.

- Evaluate effectiveness of departmental communication strategy and enhance as necessary.
Status: DOE has effective communications protocols that provide timely and accurate information to the public and other stakeholders. The Department of Environment is currently finalizing its formal communications strategy, which encompasses recommendations from a 2012 assessment report prepared by Tait Communications. Amongst other goals, the strategy seeks to maintain a well-developed communication infrastructure and set of protocols for creating and disseminating key messages to both internal and external audiences.
- Work with other wildlife and environmental co-management organizations to develop the next generation of environmental leaders through youth capacity-building.
Status: DOE partners with environmental co-management organizations, educational institutions, non-profit organizations, and other Government of Nunavut departments to build environmental literacy and capacity amongst Nunavut youth, including offering programming in classrooms and camps throughout the territory, and a variety of environmental education resources. DOE staff regularly engage with students enrolled in the Nunavut Arctic College Environmental Technology Program, providing training and presentations about wildlife and environment-related subjects.
- Complete implementation of the Wildlife Act and regulations.
Status: Final decisions required to complete regulations package received from NWMB and final drafting of regulations was completed. Information sessions will be delivered to all HTOs. Final approval and implementation expected for July 1, 2014.

Priorities (2014-15)

- Undertake a review of the department's suite of harvester support programs, to assess effectiveness, program scope and funding levels, ensuring that program is appropriately targeted to active harvesters and includes service standards for program delivery.
- Conduct a strategic review of the department's organizational structure in consideration of the changing pace of development and GN priorities.
- Provide field staff with training in the delivery of education and outreach programming.
- Evaluate the effectiveness of DOE staff orientation and training in the context of enhanced Inuit employment.

Priorities (2015-16)

- 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.
- Strengthen financial management by providing training and guidance to all managers in the areas of budget and expenditure management.

- Review Inuit Employment Planning effectiveness and revise measures to achieve success.
- Development of 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.

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.
- Review options for enhancing enforcement ability and expertise in field staff.

Wildlife Management

Wildlife Management has a legislated mandate for the management of terrestrial wildlife species in Nunavut. In addition to the *Wildlife Act*, Wildlife Management is responsible for fulfilling GN responsibilities under a wide range of federal legislation and both national and international agreements and conventions. This includes on-going responsibility for the co-management of wildlife as obligated under the NLCA.

Objectives

- Provide up-to-date information from various sources, including in-house scientific research and Inuit Qaujimaqangit, 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)	2013-14	2014-15	2015-16	2016-17
Wildlife Operations		6,370	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 4,384 **4,384** 4,384 4,384

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 265 **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 **11,810** **11,801** **11,801** **11,801**

Priorities (2013-14)

- Establish an animal care committee that considers scientific information and Inuit knowledge and values.
Status: *No longer required. At the request of communities and harvesters, DOE Wildlife Research section has adopted non-invasive techniques whenever possible and animals are rarely handled; Animal Care Guidelines are followed as applicable and as may be necessary.*
- Finalize grizzly bear management plan for Nunavut.

Status: *Underway. Community and HTO consultations in Kivalliq region completed; Kitikmeot consultations underway currently (February - March 2014). Currently grizzly bear management measures being undertaken on a voluntary basis at the community level.*

- Finalize polar bear management plan for Nunavut.
Status: *Underway. Initial consultations process completed. Expected delivery of Polar Bear Management Plan for Nunavut in November 2014.*
- Finalize inter-jurisdictional agreement on caribou with jurisdictions sharing caribou herds with Nunavut.
Status: *Ongoing – Discussion underway toward the establishment of an inter-jurisdictional co-management board (GNWT, GN, RWOs, HTOs, First Nations, industry.) Active GN participation in Bathurst Caribou Working Group and Beverly Qamanirjuaq Caribou Management Board.*
- Finalize muskox management plans for all Nunavut muskox populations.
Status: *Completed - Muskox Management Plans developed and approved by NWMB.*
- Continue working to develop Peary Caribou Management Plan and a Species at Risk Act Recovery Strategy in collaboration with communities, Environment Canada, and the Government of the Northwest Territories.

Status: *Draft Peary Caribou Management Plan has been completed and is in the decision making process. DOE is collaborating with Environment Canada in the development of a Species at Risk Act Recovery Strategy in consultation with communities and HTOs.*

Priorities (2014-15)

- Consistent with the Caribou Management Strategy, continue developing and implementing management planning initiatives for all caribou populations, with a focus in 2014-2015 on completing a management plan for Baffin Island Caribou.
- Finalize and begin implementation a polar bear management plan for Nunavut.
- Continue development of a grizzly bear management plan for Nunavut.
- Begin surveys of the M'Clintock Channel and Gulf of Boothia polar bear subpopulations to estimate distribution and abundance.
- Undertake measures to improve and strengthen administration and enforcement in the operations section.

Priorities (2015-16)

- Continue with surveys of the M'Clintock Channel and Gulf of Boothia polar bear populations to estimate distribution and abundance.

- 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.
- Provide new population estimate of the Qamunariaq caribou herd to the NWMB.
- Implement caribou management actions to address the decline of caribou on Baffin Island in close working relationship and consultation with co-management partners.
- Explore options for increasing Inuit Employment in field officer positions.

Priorities (2016-17)

- Initiate survey of the Lancaster Sound polar bear subpopulation to estimate distribution and abundance.
- Develop "Best Practices" document for industry to minimize impacts on wildlife from mineral, oil, gas exploration and development.

Environmental Protection

The Environmental Protection Division (EPD) is responsible for enforcing Nunavut's environmental acts and regulations, primarily the *Environmental Protection Act* (EPA), but also the *Spill Contingency Planning and Reporting Regulations*; the *Pesticides Act* and Regulations; and the *Environmental Rights Act*. We are also 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*. EPD also encourages implementation of over twenty environmental guidelines, which are intended to assist government, industry and the public to come into and/or remain in compliance with the EPA.

Some of 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 (~150 incidents per year).
- Delivers environmental protection programs to the public, government and industry in a clear, consistent, efficient and professional manner.
- Undertakes preventative programs directed toward protecting the environment and mitigating any negative impacts resulting from human activity (industrial or domestic).
- Works with industry, government and the public to make certain that development projects will be undertaken in a manner that will minimize negative impacts on the environment.

- 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.
- Provide spill response training both in-house and to industry.
- Develop programs and initiatives related to climate change impacts to Nunavut.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Environmental Operations		1,528	1,535	1,535	1,535

The Environmental Protection Division is sub-divided into three sections: Enforcement, Compliance and Pollution Prevention; Environmental Assessment and Land Use Planning; and Climate Change.

Environmental Operations is responsible for providing overall guidance and direction to the Division; ensuring that divisional priorities are consistent with overall GN priorities; and maintaining the department's environmental protection programs.

Enforcement, Compliance and

Pollution Prevention	621	627	627	627
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The primary function of this section is enforcement of the Environmental Protection Act, the Pesticides Act and the attendant regulations. This entails environmental monitoring, inspections, investigations, spill response and, in extreme cases, 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 general public on hazardous materials management, spills/emergency response and legislative compliance

Environmental Assessment and Land Use Planning	441	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	159	161	161	161
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The Climate Change section has been engaged in community-based adaptation initiatives which 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.

Total, Environmental Protection	2,749	2,649	2,649	2,649
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Priorities (2013-14)

- Expand air quality monitoring to include Kivalliq and Kitikmeot communities.
Status: Not completed. We are currently engaged in discussions with the National Air Pollution Surveillance Monitoring Program to acquire additional monitoring equipment with the goal of locating one in each region.
- Develop additional environmental guidelines to assist industry in complying with the Environmental Protection Act.
Status: Biomedical Waste Guideline completed. Major revisions made to the Lead Guideline after finding some significant deficiencies as they apply to Nunavut.
- Complete the development of the Nunavut Climate Change Adaptation Implementation Plan.
Status: Underway. Draft plan prepared through coordination and cooperation with all GN departments. Final plan expected later in 2014.

Priorities (2014-2015)

- Expand air quality monitoring to include Kivalliq and Kitikmeot communities.
- Develop land use guidelines to assist industry in mitigating disturbance impacts to wildlife.
- Continue the program development of the Spill Level II (Enforcement and Investigations) Course.
- Develop a research partnership between the GN and ArcticNet for improved terrain monitoring and hazard mapping in Nunavut.
- Finalize and begin implementation of *the* Nunavut Climate Change Adaptation Action Plan.

Priorities (2015-2016)

- Compile a new Nunavut State of Knowledge on the Environment Report to support land use planning and impact assessment.
- Begin delivery of the Spill Level II (Enforcement and Investigations) Course.

Department of Environment

- Continue to work with other divisions within the department to develop environmental protection training for enforcement officers.
- Continue with the development and distribution of additional Environmental Guidelines.
- Support the implementation of the new Nunavut Land Use Plan.
- Coordinate knowledge-sharing between NRI and DOE to ensure climate change research data is transferred to the Nunavut Climate Change Centre (NC³) to improve community access.

Priorities (2016-2017)

- Review and assess the effectiveness of the Environment Assessment Review Team (EART) structure for providing DOE input into the Nunavut Impact Review Board project review process.
- Develop in house capacity to provide more detailed input into Nunavut Water Board review process.
- Review capacity needs for dealing with NPC 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.

Fisheries and Sealing

The Fisheries and Sealing division focuses on developing viable and sustainable fisheries, sealing and fur industries that maximize the revenues and opportunities derived from the sustainable harvest of Nunavut's renewable resources for the benefit Nunavummiut. The implementation of the Nunavut Fisheries Strategy is a priority.

The division works towards maximizing economic opportunities for Nunavummiut while upholding the principles of conservation and sustainability. It works in close collaboration with industry, co-management partners and other stakeholders to lobby for greater federal support, improved quota access and infrastructure development in support of Nunavut's emerging fishing industry. A key activity is building and developing partnerships with other organizations and other levels of government to support fisheries development in Nunavut.

Objectives

- Encourage and support viable, sustainable fishery, sealing and fur sectors in cooperation with stakeholders.
- Promote a clear understanding of the development potential of all three sectors through education and awareness.
- Represent Nunavut's sealing and fishery interests at international, federal, provincial and territorial levels.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Division Operations		1,939	1,953	1,953	1,953
<p>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. Also included is support for the division's science and research activities, through partnerships with federal agencies and academic institutions to plan, carry out and report on activities onboard the research vessel.</p>					
Commercial Fisheries Freight Subsidy		190	190	190	190
<p>This program subsidizes the freight costs for the product of commercial fishers and harvesters to allow them to be competitive with producers from outside Nunavut.</p>					
Fisheries Diversification Program		525	525	525	525
<p>The Fisheries Diversification program provides financial assistance to Nunavut's fishing and sealing industries and assists with the growth of emerging fisheries and sealing opportunities. The program supports research and development initiatives that are of long-term, industry-wide benefit, and contributes to businesses, organizations and individuals with viable fisheries development and diversification initiatives.</p>					
Fur Pricing Program		645	645	645	645
<p>The Fur Pricing program ensures harvesters are provided 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.</p>					
Nunavut Fisheries Training Consortium Program		150	150	150	150
<p>The Nunavut Fisheries Training Consortium is a major long-term training initiative that assists Nunavummiut in obtaining maximum employment and economic benefits from the development of a Nunavut based fishing industry.</p>					

Fur Institute 12 12 12 12

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 3,347 3,475 3,475 3,475

Priorities (2013-14)

- Support the development of new commercial inshore fishery opportunities in all regions.
Status: DOE has been supporting research, stock assessment and exploratory fishery work on turbot and char in the Baffin region and char in the other regions. In addition, we are undertaking research on gear types to reduce by catch to reduce the environmental impact of commercial turbot fisheries.

- Complete the final year of the three major initiatives started in 2010-11: the Nunavut Fisheries Science and Research Agenda, the Nunavut Fisheries Branding and Marketing Initiative, and the Nunavut Seal and Long Fur Branding and Marketing Initiative.
Status: All three of these multi-year initiatives started in 2010-2011 have been completed:
 - 1) *Nunavut Fisheries Science and Research Agenda*
 - a. *The partnerships with DFO and other federal, private and academic institutions resulted in 3 successful years of fisheries research onboard the RV Nuliajuk, as well as support for arctic char research in Nunavut.*
 - 2) *Nunavut Fisheries Branding and Marketing Initiative*
 - a. *Marketing has been successfully carried out at the international, national and local level*
 - b. *Truly Wild branding has been developed for Turbot and Northern Shrimp, in addition to Char.*
 - c. *Educational and promotional materials (trade show booth, and species information sheets have been developed)*
 - 3) *Nunavut Seal and Long Fur Marketing*
 - a. *Marketing has been successfully carried out at the international, national and local level. The Nunavut fur industry has achieved record sales over this three year period.*
 - b. *Capacity building in the Nunavut fur industry has also been supported through a number of community based projects and workshops*
 - c. *Efficiency and accountability has been improved in the GN Fur Program through implementation of a computerized fur purchasing, tracking and data management system.*

- Undertake a needs analysis to identify future science and research priorities, branding, marketing and training priorities for the fishery and sealing and long fur sectors.
Status: A Territory wide consultation process is underway to renew the 2005 Nunavut Fisheries Strategy, which will be completed in 2014-15. The strategy will identify current fishery needs, lessons learned, future opportunities and priorities, and set goals and develop action items necessary for achieving those goals.
- Complete assessment of the need for fish processing and handling regulations for Nunavut.
Status: A review of regulations in other jurisdictions has been completed. Following the completion of the Nunavut Fisheries Strategy renewal, a draft regulation will be completed with the input of co-management partners.

Priorities (2014-15)

- Complete the renewal of the Nunavut Fisheries Strategy.
- Use the opportunities and priorities identified in the Nunavut Fisheries Strategy to draft Nunavut Fisheries Science and Research Agenda for 2015-2019.
- Draft new fish processing and handling regulations for Nunavut, in collaboration with stakeholders and co-management partners.
- Undertake a review of the Fur Pricing Program and its various program components: Sealskin Purchase Program, Dressed Sealskins for Nunavummiut Program, Fall Incentive Program.
- Continue to support the development of new inshore fisheries in all regions, in a manner consistent with the priorities identified under the 2014 Nunavut Fisheries Strategy.

Priorities (2015-16)

- Implement the new Nunavut Fish Handling and Processing Regulations.
- Enhance capacity to provide advice and support to Nunavut's offshore industry.
- Implement the recommendations from the review of the Fur Pricing Program.
- Continue to support the development of new inshore fisheries in all regions, in a manner consistent with the priorities identified under the 2014 Nunavut Fisheries Strategy.
- Review the Commercial Fish Freight Subsidy Program, to assess effectiveness, program scope and funding levels.

Priorities (2016-17)

- 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.

- Continue to support the development of new inshore fisheries in all regions, in a manner consistent with the priorities identified under the 2014 Nunavut Fisheries Strategy.
- Complete a review of the Fisheries Development and Diversification Program, to assess effectiveness, program scope and funding levels

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)	2013-14	2014-15	2015-16	2016-17
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 ‘Katjaqnaaq’ brand; advising on park feasibility, planning and management, and coordinating divisional research needs. The line also contributes to conservation and sustainable land management through its roles in land use planning, development review, and community stewardship programs.

Operations and Planning	1,153	1,165	1,165	1,165
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	1,649	1,661	1,661	1,661

Priorities (2013-14)

- Complete Feasibility studies (Cultural Landscape Resource Inventory) for a Territorial Park in Arviat.
Status: Feasibility Studies have been completed.
- Implement Interpretive Plan for Kugluk/Bloody Falls Territorial Park in Kugluktuk.
Status: Interpretive Plan has been completed and implementation has begun.
- Complete negotiations for an Umbrella Inuit Impact and Benefits Agreement (IIBA) for Canadian Heritage Rivers in Nunavut.
Status: Negotiations have stalled due to disagreements between Canada and NTI and the Regional Inuit Associations over implementation funding.
- With the support of residents from Gjoa Haven and Baker Lake, develop formal Nomination Document for Utkuhiksalik (Back) River and present to the Canadian Heritage Rivers Board for consideration.
Status: Feasibility Studies have been completed; Nomination of the Utkuhiksalik (Back) River will only proceed with the support of the communities once an IIBA for all of Nunavut's existing Heritage Rivers has been concluded.
- Complete new Management Plans for Katannilik Park and Sylvia Grinnell Park in keeping with the Territorial Parks IIBA.
Status: Not completed due to capacity issues.
- Complete facility design and specifications for cabins and camping facilities associated with Nunavut's Canadian Heritage Rivers.
Status: Designs and specifications have been completed.
- Investigate alternative energy systems for use in territorial parks.

Status: Pilot project underway at Sylvia Grinnell Park. If successful, application will be expanded to other territorial parks.

Priorities (2014-15)

- Complete new Management Plans for Katannilik Park and Sylvia Grinnell Park in keeping with the Territorial Parks IIBA.
- Based on previously completed background studies develop options for the possible protection of Napartulik on Axel Heiberg Island.
- Complete Land Transfer for Sylvia Grinnell Park expansion and work towards finalizing land tenure on Inuit Owned Lands in Katannilik Park.
- Complete Orientation and Training of Clyde River Park Co-Management Committee in keeping with Umbrella Territorial Parks IIBA.
- Complete Cultural Landscape Resource Inventory for Katannilik Park.

Priorities (2015-16)

- Complete Cultural Landscape Resource Inventory Study for Napartulik (Axel Heiberg Geodetic Hills) proposed park.
- Complete a Management Plan for Utkuhksalik (Back) River and submit to the Canadian Heritage Rivers Board, if IIBA is completed and communities are in support.
- Complete Legal Description for Sanikiluaq and Clyde River Parks.

Priorities (2016-17)

- Complete mineral assessments/inventories for proposed Clyde River Park.
- Develop facility designs and specifications for proposed Napartulik and Clyde River Parks.

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

Inuit Employment Plan

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	129		128.5	
Total Filled Positions	92	71%	128.5	100%
Total Vacancies	37	29%	0	0%
Total Beneficiaries	29	32%	53.5	42%
Total Executive Positions	2		2	
Total Filled Executive Positions	1	50%	2	100%
Total Vacant Executive Positions	1	50%	0	0%
Total Beneficiaries in Executive Positions	0	0%	1	50%
Total Senior-Management Positions	7		7	
Total Filled Senior-Management Positions	7	100%	7	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Beneficiaries in Senior-Management Positions	0	0%	2	29%
Total Middle-Management Positions	30		30	
Total Filled Middle-Management Positions	24	80%	30	100%
Total Vacant Middle-Management Positions	6	20%	0	0%
Total Beneficiaries in Middle-Management Positions	6	25%	10	33%
Total Professional Positions	19		19	
Total Filled Professional Positions	11	58%	19	100%
Total Vacant Professional Positions	8	42%	0	0%
Total Beneficiaries in Professional Positions	2	18%	4	21%
Total Paraprofessional Positions	63		62.5	
Total Filled Paraprofessional Positions	44	70%	62.5	100%
Total Vacant Paraprofessional Positions	19	30%	0	0%
Total Beneficiaries in Paraprofessional Positions	18	41%	30.5	49%
Total Administrative Positions	8		8	
Total Filled Administrative Positions	5	63%	8	100%
Total Vacant Administrative Positions	3	38%	0	0%
Total Beneficiaries in Administrative Positions	3	60%	6	75%

The Department of Environment continues to encourage beneficiaries to apply on all advertised positions. Job descriptions continue to be reviewed with the intent of removing restrictions, wherever possible, to allow for an increase in beneficiary applicants. The Department of Environment continues to work with the Arctic College's Environmental Technology Program to offer training for students. Many graduates of the program have gone on to work for the Government of Nunavut in various capacities.

Financial Summary

Branch	2013 – 2014		2014 – 2015		2015 – 2016		2016 – 2017	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
CORPORATE MANAGEMENT								
Compensation and Benefits	3,253	25.0	3,336	25.0	3,336	25.0	3,336	25.0
Grants and Contributions	25		25		25		25	
Other O&M	1,047		1,047		1,047		1,047	
Subtotal	4,325		4,408		4,408		4,408	
PROGRAM MANAGEMENT								
Compensation and Benefits	11,816	103.5	11,901	103.5	11,901	103.5	11,901	103.5
Grants and Contributions	2,003		1,963		1,963		1,963	
Other O&M	5,850		5,722		5,722		5,722	
Subtotal	19,669		19,586		19,586		19,586	
TOTAL	23,994	128.5	23,994	128.5	23,994	128.5	23,994	128.5

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**Department of
Community
and Government
Services**

**Business
Plan**

2014-2017

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CORE BUSINESS

The department of Community and Government Services focuses on following six lines of core business:

	Budget (\$000)			
	2013-14	2014-15	2015-16	2016-17
Advisory and Administrative Services	9,331	9,491	9,491	9,491
Community Support Services	15,926	16,511	17,411	16,361
Municipal Transfer Payments	59,976	59,638	59,638	59,638
Government Services	78,356	88,145	88,533	88,792
Protection Services	5,721	6,006	6,006	6,006
Capital Planning and Technical Services	39,087	40,966	43,284	43,284
Petroleum Products *	-	-	-	-
TOTAL	208,397	220,757	224,363	223,572

Advisory and Administrative Services

Advisory and Administrative Services provides information and support to the Minister's office and provides policy and communications support to the senior staff. In addition, it provides financial management, accounting and administration services for headquarters and regional operations.

Advisory and Administrative Services also includes the Regional Directors who coordinate program and service delivery to community governments.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Directorate		1,480	1,450	1,450	1,450
Consists of the Deputy Minister's Office, Assistant Deputy Minister's Office as well as special advisors. Provides senior support to the Minister's office.					
Policy and Procedures		711	737	737	737
Provides policy and legislative support for the senior managers and Minister.					
Corporate Services		4,123	4,263	4,263	4,263
Provides financial management, accounting and administrative services for The department.					
Regional Offices		2,202	2,225	2,225	2,225
Coordinates program and service delivery to communities through regional offices.					

Support Services	815	816	816	816
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Provides Human Resources services as well as providing internal procedural administrative services for the department.

Total, Advisory and Administrative Services	9,331	9,491	9,491	9,491
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Priorities (2013-14)

- Propose amendments to the Fire Protection Act recommended by review in previous years.
Status: The department is considering legislative changes based on a consultant's recommendations.

Priorities (2014-15)

- Bring forward amendments to the Consumer Protection Act as recommended by prior review.
- Conduct an organizational review focused on increased efficiency in program delivery.

Priorities (2015-16)

- Review and consider amendments to existing scholarships and award programs in order to maximize efficiencies.
- Based on the organizational review, consider enhancements to improve program delivery.

Priorities (2016-17)

- Develop and implement a consumer affairs public education campaign.

Community Support Services

Community support services develops community capacity through partnerships and training programs for elected officials and municipal staff. It assists communities with program and service delivery by providing monitoring and evaluation services. Financial support is provided for specialized community support programs.

Consumer Affairs advises citizens and businesses of their rights and obligations and is responsible for related legislation and policies. Consumer Protection seeks to create a positive atmosphere that fosters economic growth while protecting the public interest.

Community Planning and Lands is responsible for administering Commissioner's Land in 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.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Community Development		3,745	4,027	4,027	4,027
Develops and aids community development by fostering self-reliance, through initiatives that develop the capacity of communities to operate services.					
Municipal Training Grant		170	170	170	170
Facilitates the development and delivery of municipal training initiatives in Nunavut.					
Community Development Fund		1,120	1,120	1,120	1,120
Supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.					
Community Planning and Lands		3,336	3,365	3,365	3,365
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 of Fire Fighting, Training and Prevention, and Land Administration.					
Senior Citizen and Disabled Persons					
Tax Relief		75	75	75	75
Provides tax relief for senior citizens and disabled persons residing within municipal tax authorities.					
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.					

Department of Community and Government Services

Consumer Affairs	319	307	307	307
Provides consumer protection services, lottery and business licensing.				
Municipal Funding Policy	45,175	45,550	45,550	45,550
Allocates core funding that assists community governments to deliver municipal programs and services.				
Water and Sewage Funding Program	7,256	7,256	7,256	7,256
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	2,949	2,949	2,949	2,949
Ensures fair compensation to tax-based municipal governments for municipal services provided to the GN.				
Community Transfer Initiative	2,083	1,370	1,370	1,370
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	2,007	2,293	3,193	2,143
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.				
Total, Community Support Services	75,902	76,149	77,049	75,999

Priorities (2013-14)

- Develop a strategic plan for addressing maintenance of community and government assets.

Status: The department has completed work on an accurate inventory of assets and condition reports for all facilities. The program review for addressing maintenance is currently being developed.

- Review revised delivery model for Sport, Recreation and Physical Activity through internal review.
Status: The department has completed an internal review of the revised delivery model. Programs and services will continue to be supported through the department's grants and contributions policy.
- Review leadership programming for aquatics, recreation facility operations and volunteerism at community, regional and territorial levels through internal review.
Status: The department has assessed existing recreational leadership programming. Stakeholders will be consulted in the development of a recreation leadership development plan.
- Prepare Team Nunavut for participation in the 2014 Arctic Winter Games and the 2014 North American Indigenous Games.
Status: Team Nunavut will participate in the 2014 Arctic Winter Games (March 15-22, 2014). Preparations for the 2014 North American Indigenous Games are underway.

Priorities (2014-15)

- Finalize the development of a strategic plan for addressing maintenance of community and government assets.
- Work with communities to address issues on land development and accessibility of land for residential and commercial buildings.
- Prepare and develop a work plan for a Land Referendum which has been set to occur in 2015.
- Prepare Team Nunavut for participation in the 2014 North American Indigenous Games in Regina, Saskatchewan.
- Prepare Team Nunavut for participation in the 2015 Canada Winter Games in Prince George, British Columbia.
- Consider revisions to the Sport and Recreation Grant and Contribution Policy to enhance program delivery.
- Deliver technical training to communities on water monitoring methods.

Work with Aboriginal Affairs and Northern Development Canada and the Nunavut Water Board to develop a compliance plan for water licensing in the territory.

Priorities (2015-16)

- Prepare Team Nunavut for participation in the 2015 Western Canada Summer Games in Fort McMurray, Alberta.
- Coordinate Team Nunavut’s participation in the 2016 Arctic Winter Games (Sermosooq, Greenland).
- Implement a strategic plan for addressing maintenance of community and government assets.

Priorities (2016-17)

- Establish a compliance plan in collaboration with the Nunavut Water Board and Aboriginal Affairs and Northern Development Canada for water licensing in the territory.

Government Services

Centralized government services are provided to departments and agencies. The range of services includes property management, utilities management, contracts, procurement and records management. Informatics Planning and Services support accurate and secure data collection, storage, processing and retrieval using computers, networks and telecommunications services for all Government of Nunavut departments and agencies.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
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Telephone Systems (Voice and Video)

12,201	13,013	13,194	13,194
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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

13,457	17,450	17,229	17,229
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Provides the Government of Nunavut with information planning and architecture including information policies, standards, controlled vocabulary (meta-data), reference models and schemas. Provides systems development, operations and support for computer hardware and software applications aligned with that architecture.

Computer Award Program

Grant in Kind 25 **25** 25 25

Supports student academic success in math and science and encourages students to pursue further academic studies leading to successful professional and technical careers in the knowledge based economy in Nunavut.

Informatics Cooperative

Training Program 240 **240** 240 240

To train beneficiaries, through a two year co-op program, for informatics positions in efforts to improve Inuit representation in the GN Informatics workforce.

Property Services 12,899 **15,987** 16,255 16,514

Manages GN office space, administers leases and is responsible for disposal of real property assets.

Utilities Management 35,290 **36,616** 36,616 36,616

Administration of utilities for government facilities. Promotes conservation of non-renewable resources.

Procurement, Contract Support, and

Logistics Services 3,700 **4,280** 4,440 4,440

Provides centralized purchasing services for all government departments' goods, services and logistical requirements. Manages the procurement of a wide range of goods and provides expertise in contracting and financial procedures of this operation. Provides expertise in the preparation of tenders and contracts for a variety of activities including construction, freight and consulting services for all government departments.

Records Management 544 **534** 534 534

Develops and implements policies, standards, procedures and guidelines on records management issues. Oversees, maintains and implements Administrative Records Classification System (ARCS) and Operational Records Classification systems (ORCS). Manages three record centers across Nunavut in Iqaluit, Rankin Inlet and Cambridge Bay.

Total, Government Services **78,356** **88,145** **88,533** **88,792**

Priorities (2013-14)

- Continue to implement the Information and Communications Technologies GN Strategy.
Status: Informatics Planning and Services is now involved in the Capital Planning Process. As well, the ICT Governance Business Management Committee has received a standing invitation to the (Deputy Minister's) Central Accountability Committee. This improved level of communication will ensure more informed decisions regarding IT to ensure a secure and efficient system.
- Implement the plan for the GN records management functional classification system.
Status: The scope of the functional classification system project has been redefined to apply only to the department.

- Finalize Office Space Strategy and implementation plan.
Status: The Iqaluit Office Space Study has been completed. Consultants have been hired and community site visits begin March 2014. The Office Space Strategy and implementation plan will be completed in the following year.

Priorities (2014-15)

- Conduct a review of the GN informatics program.
- Finalize and begin implementation of the Office Space Strategy.
- Review and update current maintenance management standards.
- Develop a strategic telecommunications plan to address emerging technologies.

Priorities (2015-16)

- Review expansion of the core business network to the non-decentralized communities.
- Develop a disaster recovery and business continuity strategy.

Priorities (2016-17)

- Implementation of strategic telecommunications plan to address emerging technologies.
- Implement the informatics disaster recovery and business continuity strategy.

Protection Services

Protection Services is responsible for the Office of the Fire Marshal, Emergency Measures Organization (EMO) and building technical standards/safety inspections. These services include review of building plans and inspection of facilities to ensure they comply with various fire safety and mechanical/electrical codes. Inspection Services are provided to the public and private sector.

The division is responsible for the implementation of the Fire Prevention Strategy. Training opportunities are provided to volunteers, who in turn provide emergency and firefighting services throughout Nunavut.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Emergency Management Organization	907		901	901	901
Responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.					

Search and Rescue	550	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), assistance with certain SARO Equipment, as well as communications systems.				
Fire Marshal's Office	1,362	1,374	1,374	1,374
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	1,107	1,136	1,136	1,136
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, Protection Services	5,721	6,006	6,006	6,006

Priorities (2013-14)

- Draft revisions to the Fire Prevention and the Technical Standards and Safety Acts and regulations so that that complies with to the provisions in the new Building Codes Act.
Status: The department is considering legislative and regulatory changes based on a consultant's recommendations.
- Implement a new inspection and training program for elevator inspections.
Status: The department has deferred this training initiative and is considering changes to current inspection procedures based on consultant's recommendations.

Priorities (2014-15)

- Conduct a review of legislation and regulations to determine whether consequential amendments are required as a result of the new Nunavut Building Code Act.
- Develop new regulations for the Nunavut Building Code Act.
- Review existing regulations of the Fire Prevention Act and the Technical Standards and Safety Act to ensure alignment to the Nunavut Building Code Act.
- Work with the Department of Education to finalize and implement the Fire Safety Planning Guidelines for School Facilities. Begin to develop an implementation plan to broaden the Fire Safety Planning Guidelines to include other facilities in other departments.
- Work with client departments to develop departmental emergency plans for evacuation of buildings.

Priorities (2015-16)

- Finalize the establishment of 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.

Priorities (2016-17)

- In collaboration with all GN departments, support the implementation of departmental emergency plans for evacuation of buildings.

Capital Planning, Technical Services and Program Management

Capital Planning, Technical Services and Project Management divisions play a key leadership role in establishing infrastructure priorities, initiating projects and developing project scope/budget. Working with Client Departments from project initiation to project close-out, the primary role of these divisions is to provide high value solutions to infrastructure needs.

Capital Planning works with the Nunavut Community Infrastructure Advisory Committee to support the identification of community capital infrastructure needs and priorities. They also work with Hamlets in developing / maintaining Community Sustainability Plans. Capital Planning is directly responsible for the successful implementation, management and reporting required under the Gas Tax Fund and the Building Canada Fund.

Technical Services provides both facility planning and engineering solutions for clients departments in relation to both new capital projects and existing assets. The key strategic objectives are to lead the planning phase of all major capital projects and to also provide technical oversight, including design reviews, throughout the design and construction phases.

Program Management Office (PMO) provides strategic oversight of the Program Management Policy. The PMO primary role is to provide leadership to Regional Project teams to influence the delivery of projects on schedule and on budget. The PMO is also responsible for organizing and delivering training to regional project management staff.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
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Capital Program		2,285	2,282	2,282	2,282
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Develops The departmental Five Year Capital Plan and supports the successful operation of the Nunavut Community Infrastructure Advisory Committee.

Technical and Project Support

Services		2,802	2,804	2,804	2,804
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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.

Regional Project Management	3,537	3,560	3,560	3,560
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.				
Building Maintenance	29,007	30,853	33,171	33,171
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.				
Program Management Office	1,456	1,467	1,467	1,467
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.				
Total, Capital Planning and Technical Services	39,087	40,966	43,284	43,284

Priorities (2013-14)

- Continue to explore P3 opportunities for infrastructure.
Status: A P3 model was applied to the Iqaluit Airport project and a similar model is presently being investigated by the department to determine its feasibility as a means to address upgrades to solid waste infrastructure across Nunavut. The applicability of P3 initiatives for other infrastructure projects will continue to be examined.
- Continue to implement the new capital planning process including implementing a 20 year territorial capital plan.
Status: The department has completed a database for all government and municipal owned assets in Nunavut and uses integrated community sustainability plans to establish community infrastructure priorities on an annual basis. Use of both these initiatives will provide a clearer picture of Nunavut's long term infrastructure requirements. Once requirements are determined, a long term capital plan will be established.
- Finalize the granular management program for future program delivery.
Status: A pilot project of Hamlet run granular operation was initiated in Kugluktuk in 2012-13. The project has been successful. The department will consider implementing a similar sustainable model for other communities in Nunavut.

Priorities (2014-15)

- Develop a Post Occupancy Evaluation Program for major capital projects that will capture information on design/construction, occupants' satisfaction with space, and lessons learned.
- Implement a building commissioning program for all new major capital projects to improve quality control on all major building components and systems.

- Develop an environmental work plan for the Municipal Wastewater Effluent Strategy, as per agreement by the Canadian Council Ministers of the Environment.
- Implement the updated sustainable granular management program.
- Continue the development of a long-term infrastructure plan for Nunavut.
- Explore the value of the standard repeat design of building new GN and municipal buildings.
- 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.
- Review and implement updates to the GN Good Building Practices for Northern Facilities Guidelines.
- Update existing major works construction contracts to incorporate lessons learned and best practices from the industry.
- Implement updates to the existing architecture/engineering consulting contracts which incorporate lessons learned and best practices from across industry.

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.
- Propose appropriate effluent quality standards for Nunavut to the Canadian Council of Ministers of the Environment.
- Continue to explore the value of the standard repeat design for building new GN and municipal buildings.
- Develop strategies to address upgrades to core municipal infrastructure (water, wastewater, and solid waste) to ensure compliance with environmental regulations and municipal water licenses.

Priorities (2016-17)

- Implement strategies to address upgrades to core municipal infrastructure (water, wastewater, and solid waste) to ensure compliance with environmental regulations and municipal water licenses.

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 (2013-14)

- Continue to implement the 10-year strategic plan.
Status: The department continues to implement its 10 year strategic plan in the areas of early purchase program, safety and environment, inventory management and internal controls for enhancing efficiencies.
- Finalize the implementation of the new software technology in all communities.
Status: A 3-year implementation plan is currently being developed for the Point of Sales System for the 2014/15 through 2016/17 fiscal year.

Priorities (2014-15)

- Develop software for Point of Sales System to provide real time sales and inventory data.

Priorities (2015-16)

- Launch implementation of Point of Sales System software.

Priorities (2016-17)

- Ensure proper implementation of Point of Sales System software.

INUIT EMPLOYMENT PLAN

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	363		368	
Total Filled Positions	256	71%	260	71%
Total Vacancies	107	29%	108	29%
Total Beneficiaries	109	43%	118	45%
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	0	0%	0	0%
Total Senior-Management Positions	17		17	
Total Filled Senior-Management Positions	14	82%	13	76%
Total Vacant Senior-Management Positions	3	18%	4	24%
Total Beneficiaries in Senior-Management Positions	6	43%	5	38%
Total Middle-Management Positions	55		57	
Total Filled Middle-Management Positions	39	71%	38	67%
Total Vacant Middle-Management Positions	16	29%	19	33%
Total Beneficiaries in Middle-Management Positions	10	26%	13	34%
Total Professional Positions	87		86	
Total Filled Professional Positions	59	68%	62	72%
Total Vacant Professional Positions	28	32%	24	28%
Total Beneficiaries in Professional Positions	14	24%	16	26%
Total Paraprofessional Positions	166		170	
Total Filled Paraprofessional Positions	112	67%	117	69%
Total Vacant Paraprofessional Positions	54	33%	53	31%
Total Beneficiaries in Paraprofessional Positions	52	46%	59	50%
Total Administrative Positions	35		35	
Total Filled Administrative Positions	29	83%	27	77%
Total Vacant Administrative Positions	6	17%	8	23%
Total Beneficiaries in Administrative Positions	27	93%	25	93%

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. 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 advertised 72 positions for open competition, and hired 76 casual staff, of which 62% were NLCA beneficiaries. The department CGS trained casual employees so that they may gain the professional skills and experience required for indeterminate positions. The department also has an Memorandum of Understanding (MOU) with the University of Manitoba Faculty of Engineering (UMFE) to attract upper-year engineering students to work in the department during the summer months (May 15-August 31).

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. 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 February 2014, the Training Committee awarded scholarships to 21 recipients attending post-secondary institutions. For the past eight years, the Computer Award Program [PROVIDE DESCRIPTION OF PROGRAM] has awarded computers to students with an interest in science and technology . It is hoped the GN will recognize career opportunities for Inuit staff in the Informatics Services and other professional and technical fields.

Division specific training initiatives:

The finance division of CGS has identified two training positions: a new Intern Procurement Officer and an Intern Administrative Officer. 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. The department has budgeted to send (5) Inuit employees on job-related courses in Southern Canada.

CGS is undertaking increased data collection and analysis to identify areas of under representation in each occupational . Ninety two (92%) of our administrative staff are NCLA beneficiaries. 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. Progress will be identified to ensure that opportunities for Inuit employees will be fully realized by April 1, 2015.

Financial Summary

Branch	2013-14		2014-15		2015-16		2016-17	
	Main Estimates		Main Estimates		Planned		Planned	
	\$0	PYs	\$0	PYs	\$0	PYs	\$0	PYs
DIRECTORATE								
Salary	7,956	64	8,116	64	8,116	64	8,116	64
Grants & Contributions	-		-		-		-	
Other O&M	1,375		1,375		1,375		1,375	
Subtotal	9,331		9,491		9,491		9,491	
COMMUNITY SUPPORT AND OPERATIONS								
Salary	7,107	55	7,177	56	7,177	56	7,177	56
Grants & Contributions	66,495		66,157		66,157		66,157	
Other O&M	2,300		2,815		3,715		2,665	
Subtotal	75,902		76,149		77,049		75,999	
GOVERNMENT SERVICES								
Salary	8,292	69	8,840	74	8,840	74	8,840	74
Grants & Contributions	265		265		265		265	
Other O&M	69,799		79,040		79,428		79,687	
Subtotal	78,356		88,145		88,533		88,792	
PROTECTIVE SERVICES								
Salary	2,463	20	2,498	20	2,498	20	2,498	20
Grants & Contributions	2,295		2,295		2,295		2,295	
Other O&M	963		1,213		1,213		1,213	
Subtotal	5,721		6,006		6,006		6,006	
CAPITAL PLANNING AND TECHNICAL SERVICES								
Salary	14,370	122	15,001	124	15,001	124	15,001	124
Grants & Contributions	-		-		-		-	
Other O&M	24,717		25,965		28,283		28,283	
Subtotal	39,087		40,966		43,284		43,284	
PETROLEUM PRODUCTS								
Salary	-	30	-	30	-	30	-	30
Grants & Contributions	-		-		-		-	
Other O&M	-		-		-		-	
Subtotal	-		-		-		-	
TOTAL	208,397	360	220,757	368	224,363	368	223,572	368

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**Department of
Economic Development
and Transportation**

**Business
Plan**

2014-2017

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CORE BUSINESS

The scope of responsibility for the department includes local, regional and territorial developmental activities in support of key sectors of Nunavut's economy. The department must ensure access and mobility for people, goods and services for all Nunavummiut in all communities. The department works in collaboration with other Government of Nunavut departments and the 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)			
	2013-14	2014-15	2015-16	2016-17
Corporate Management	13,911	13,794	13,794	13,794
Tourism and Cultural Industries	4,158	3,761	3,761	3,761
Minerals and Petroleum Resources	2,858	2,967	2,967	2,967
Transportation Policy and Planning	1,574	1,565	1,565	1,565
Motor Vehicles	2,116	2,124	2,124	2,124
Nunavut Airports	15,633	14,997	14,997	14,997
Iqaluit Airports	5,576	6,242	6,242	6,242
Community Operations	15,251	15,232	15,232	15,232
TOTAL	61,077	60,682	60,682	60,682

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, and administers the funding agreements with the Nunavut Development Corporation and the 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 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.
- To oversee the work of the GN membership of the Nunavut General Monitoring Steering Committee with AANDC, NPC and NTI.
- Coordinate energy and climate change mitigation policy and activities across GN departments, territorial corporations and agencies as well in Federal/Provincial/Territorial forums.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Directorate		2,583	2,485	2,485	2,485
The Directorate is responsible for the overall management and strategic direction of the department through the offices of the Deputy Minister and Assistant Deputy Ministers. The Directorate also oversees the implementation of <i>Sivumut Abluqta: Stepping Forward Together</i> , Inuit societal values and other Government of Nunavut strategies.					
Finance & Administration		2,353	2,461	2,461	2,461
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 1,110 **1,016** 1,016 1,016

Policy, Planning, and Communications division undertakes policy development, provides planning support and advice, and effective internal and external communications for the department.

Nunavummi Nangminiqaqtunik Ikajuuti

(NNI) Secretariat 682 **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.

Energy Secretariat 707 **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.

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 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 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.

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 Strategic Opportunities

Fund	25	0	0	0
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The Nunavut Strategic Opportunities Fund supports improvements in the delivery of business services and sector development initiatives that create employment and other economic opportunities in the territory.

Nunavut Business Credit

Corporation	600	600	600	600
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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.

Nunavut Development Corporation	3,188	3,358	3,358	3,358
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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 nine 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.

Country Food Distribution	980	1,868	1,868	1,868
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Part of the Government of Nunavut's poverty reduction efforts, this initiative will support 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, Corporate Management	13,911	13,794	13,794	13,794
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Priorities (2013-14)

- Review the Country Food Distribution Program and delivery of community freezer infrastructure in view of current progress on implementation of the *Makimaniq Plan*.
Status: The Department of Family Services, Poverty Reduction Division, completed an options paper on the program; the results are under consideration by the department.
- Assess the viability of developing an incubator program for small businesses and startups.
Status: The department has been participating in an Iqaluit Business Incubator Working Group and a final report is planned to be completed and provided to the City of Iqaluit Community Economic Development Committee in the spring of 2014. Findings may be used as a resource to assess potential incubator projects in other communities.

- In partnership with Community Operations, implement the entrepreneurship introduction and training program.
Status: Participant and facilitator manuals were drafted and presented at a regional training workshop. The manuals are undergoing further revisions, in response to the training workshop feedback.
- Complete the 2012-2013 NNI Comprehensive Review including necessary private sector consultations.
Status: The 2012-2013 NNI Comprehensive Review was completed and tabled in the Legislative Assembly; private sector submissions were solicited in late 2013.
- In consultation with Nunavut Tunngavik Inc., draft a revised NNI Policy, implementing the changes identified in the 2012-2013 review.
Status: Discussions have begun with Nunavut Tunngavik Inc. regarding a protocol for collaboration on the development of a renewed policy to implement Article 24 of the Nunavut Land Claims Agreement. This priority will carry over to 2014-15.
- Disseminate information on the revised NNI Policy to procurement officials across the GN.
Status: Work towards a renewed policy to implement Article 24 of the Nunavut Land Claims Agreement is in progress. This priority will carry over to 2014-15.
- Continue to provide leadership and oversight in implementing *Ikummatiit* across departments, territorial corporations and agencies.
Status: The Energy Secretariat continues to provide leadership and oversight of Nunavut's energy strategy (Ikummatiit). This includes working with partners and stakeholders who have responsibilities relating to Ikummatiit's implementation.
- Perform a Nunavut energy end-use demand study and survey.
Status: The Energy Secretariat is currently finalizing a Nunavut energy use database as per the objectives set out in Ikummatiit. Anticipated completion of this item is April 2014.
- Seek partnerships to facilitate the development of energy awareness and efficiency programs for Nunavut.
Status: The Energy Secretariat is working with several partners, including the Arctic Energy Alliance, to develop an energy awareness and efficiency program.

Priorities (2014-15)

- Working through the Nunavut Economic Forum, the department will facilitate the *Sivummut* IV conference in fall 2014, and release the Nunavut Economic Development Strategy II in late 2014 or early 2015.
- In consultation with Nunavut Tunngavik Inc. draft a renewed policy to implement Article 24 of the Nunavut Land Claims Agreement, implementing the changes identified in the 2012-2013 comprehensive review of the NNI Policy.

- Undertake program reviews to plan activities to promote economic growth through responsible development across all sectors and continue to promote a regulatory regime that will attract responsible resource developers.
- Plan activities to further encourage and support the 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.
- Plan activities to promote and support the use of harvesting skills and community-based solutions to enhance access to nutritious food throughout the territory.
- Working with partners, provide leadership and oversight in implementing *Ikummatiit*.
- Develop options for an energy efficiency support program for Nunavummiut.
- Support the Nunavut Housing Corporation in their efforts to construct more energy efficient housing in Nunavut.
- Monitor compliance of Inuit engagement during the construction and operational phases of the new Iqaluit airport project, through NNI Secretariat participation on the contract specific Schedule 24 Advisory Panel.
- Undertake a review of the role of the Sustainable Development section in conjunction with a multi-departmental review of Sustainable Development activities and resources.

Priorities (2015-16)

- 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.
- 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.
- 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.
- Help facilitate the changes to procurement procedures required by a revised NNI Policy.
- Work with communities and other stakeholders to assess potential for alternative energy systems in Nunavut.

Priorities (2016-17)

- Monitor activities developed to promote economic growth through responsible development across all sectors and continue to promote a regulatory regime that will attract responsible resource developers.
- 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.
- 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 information and advice to businesses; supports community organizations, non-governmental organizations and sector associations; and manages the implementation of the Government of Nunavut's arts & crafts and tourism development strategies.

Objectives

- To implement *Tunngasaiji: A Tourism Strategy for Nunavummiut* as the framework to successfully 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 to the Minister concerning tourism, arts and crafts, film, and performing arts.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Division Operations		838	836	836	836
Nunavut Arts and Crafts Association	300		300	300	300

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.

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	825	825	825	825
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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.

Tourism Development Program	1,800	1,800	1,800	1,800
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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	395	0	0	0
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This program supports investments community infrastructure linking cultural industries and tourism, and investments in community tourism initiatives and beautification.

Total, Tourism and Cultural Industries	4,158	3,761	3,761	3,761
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Priorities (2013-14)

- Evaluate the implementation of *Sanaugait*.
Status: The preliminary research for the evaluation is nearly complete. The department is conducting a survey of artists and stakeholders. It is anticipated that a first draft of the Sanaugait review will be completed by the end of the fiscal year and the full evaluation will be completed in 2014-15.
- Publish a handbook describing support available for the production, publishing and distribution of publications, film and online content.
Status: The department determined the information is readily available through existing online resources.

Priorities (2014-15)

- Use the results of the *Sanaugait* review to design and deliver activities to 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.
- Review current activities and plan future activities to enhance the development of community economic development initiatives that build on and add value to arts and tourism, to create local employment opportunities in Nunavut.
- Undertake initiatives to strengthen and build the administrative and business capacity within the Nunavut arts sector.

- Review the *Travel and Tourism Act* and regulations; begin consultation with stakeholders on possible legislative updates.
- Conduct a tourism data coordination study to identify baseline information requirements for program evaluation purposes; subject to timing and the results of the study, integrate findings into the 2014 Visitor Exit Survey.
- Assist Tourism Officers with delivery of the Canadian Tourism Human Resources Council National Occupational Standards to community stakeholders to strengthen tourism industry readiness and capacity.
- Begin consultations and research to establish recommendations for the development of a Cruise Ship and Yacht Management Plan.

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.
- Develop an artist residencies and exchange program.
- 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.
- Complete renewal of *Travel and Tourism Act* and regulations.
- Undertake 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.

Priorities (2016-17)

- Conduct a feasibility study for a multi-disciplinary art school in Nunavut.
- Begin a multi-year phased-in implementation process for the revised *Travel and Tourism Act* and regulations, including an awareness campaign.
- Monitor the delivery of activities to 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.
- Monitor the delivery of economic development initiatives that build on and add value to the arts and tourism, to create local employment opportunities in Nunavut.

Minerals and Petroleum Resources

Minerals and Petroleum Resources division is responsible for encouraging and supporting the development of sustainable mining and petroleum industries in Nunavut. This support includes the development of a streamlined permitting and regulatory regime and legislation to support resource management and development. It also includes the development of geoscience information infrastructure, financial and technical support for prospectors, the enhancement of investor confidence and liaison with key players including industry, local service sectors and potential workforce participants.

Objectives

- To implement the *Nunavut Mineral Exploration and Mining Strategy* to help ensure that the development of Nunavut's vast mineral wealth will provide the maximum benefit to Nunavummiut.
- To ensure that the government is doing all that is necessary to develop competitive royalty regimes, sound regulatory processes, and effective mining and petroleum legislation.
- To develop mining and petroleum industries in Nunavut through the provision of support for prospectors, promotion of the industry to current and potential investors, and to potential industry participants in the local service sectors and workforce.
- To assist in the acquisition of new geoscience information, and ensure both new and existing data are readily available, in support of mineral exploration and development in Nunavut.
- To perform strategic analyses of issues and conditions required to stimulate petroleum development, and consolidate all relevant existing data on Nunavut petroleum exploration.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
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Division Operations		1,938	2,047	2,047	2,047
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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, so that communities can respond to proposed development from a position of knowledge and understanding of potential impacts and opportunities.

Science Education Enabling Program	70	70	70	70
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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
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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. This program is focused on the development of information infrastructure in Nunavut with the intent of attracting additional investment by the mining industry, increasing understanding of the geology of Nunavut, geographic information systems services and training, and building local expertise in geoscience.

Nunavut Mine Training Program	200	200	200	200
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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
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This annual contribution to the Nunavut Mining Symposium Society provides core funding to allow the society to host the annual Nunavut Mining Symposium.

Nunavut Prospector's Program	150	150	150	150
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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.

Total, Minerals and Petroleum Resources	2,858	2,967	2,967	2,967
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Priorities (2013-14)

- Complete field portion of carving stone evaluation project, Kitikmeot and advance to release of all web and paper data.
Status: Year 4 (2013 field season) was successfully completed in all five Kitikmeot communities and Sanikiluaq. Report of years 1-3 was written up in the Canada-Nunavut Geoscience Office (CNGO) Summary of Activities 2012. Community reports were written up and shared with the local carvers.
- With our partners in the Canada-Nunavut Geoscience Office, work on implementation of a renewed Geo-mapping for Energy and Minerals initiative.
Status: GEM2 was renewed in August 2013. The Geological Survey of Canada and other jurisdictions, including Nunavut with the CNGO, are working together on a comprehensive research plan for geo-mapping.

The recently announced GEM-2 project is for seven years (2013 to 2020) for \$100 million for the three territories. It is anticipated that Nunavut-specific projects will receive most of this funding because of the territory's size and greater need for up-to-date framework mapping.

- Work with Canada-Nunavut Geoscience Office on five-year research planning for the next funding agreement on CanNor's Strategic Investments in Northern Economic Development program.
Status: Renewed Strategic Investments in Northern Economic Development (SINED) funding was announced in early 2014. The department will work with CanNor and the Canada-Nunavut Geoscience Office to advance this work.
- Update Nunavut Prospectors Program guide and applications.
Status: The department is working on the development of a guide and applications. A new position (Community Mining Advisor) has been established in Cambridge Bay to assist with this initiative.
- Complete negotiations with Baffinland for the Mary River project. Continue Development Partnership Agreement negotiations with Agnico-Eagle Mines for Meliadine. Similar discussions are anticipated for AREVA's Kiggavik Project.
Status: The early revenue phase of Baffinland's Mary River Project is still under review. Negotiations have yet to be started by either party. Development Partnership Agreements (DPAs) are voluntary instruments. Discussions will continue with Agnico-Eagle Mines on a DPA for the Meliadine project.
- Refine and expand GN's Environmental Assessment responsibilities, including implementation of a capacity-building initiative.
Status: Two positions have been created to refine and expand the department's capacity to respond to environmental assessments of major development projects in Nunavut.
- Participate in and contribute to federal Strategic Environmental Assessment for Baffin Bay/Davis Strait.
Status: The Minerals & Petroleum Resources division participates in and contributes to the engagement of the Strategic Environmental Assessment for Baffin Bay/Davis Strait. The process is led by AANDC, at the federal level. Community engagements were held in January and February of 2014.
- Continue to 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, and provide support through the regional Socio-Economic Monitoring Committees.
Status: The department continues to work on Socio-Economic Monitoring Committee initiatives. Three coordinated meetings have been held with stakeholders and community members in all three regions of Nunavut.

Priorities (2014-15)

- Publish results of the carving stone deposit evaluation project.
- Extend carving stone deposit evaluation fieldwork to complete coverage of additional promising sites, especially those for which earlier work was not possible due to weather or

access. Return to key sites where the need for detailed groundwork and geophysical prospecting was identified.

- With our partners in the Canada-Nunavut Geoscience Office, work on implementation of a renewed Geo-mapping for Energy and Minerals initiative.
- Work with Canada-Nunavut Geoscience Office on five-year research planning for the next funding agreement on CanNor's Strategic Investments in Northern Economic Development program.
- Update Nunavut Prospectors Program guide and applications.
- 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 developing positions on oil and gas development.
- Continue Development Partnership Agreements negotiations with anticipated companies (Agnico-Eagle Mines and AREVA).
- Assist the Sustainable Development section with a review of activities as well as the multi-departmental review of resources.

Priorities (2015-16)

- 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 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 developing positions on oil and gas development.
- Continue Development Partnership Agreements negotiations with anticipated companies (Agnico-Eagle Mines and AREVA).
- 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.

Priorities (2016-17)

- 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 developing positions on oil and gas 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, and provide support through the regional Socio-Economic Monitoring Committees.

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)	2013-14	2014-15	2015-16	2016-17
Transportation Policy and Planning		1,074	1,065	1,065	1,065

This program area develops and implements long and short-term plans and strategies for Nunavut's transportation infrastructure.

Community Access Roads	500	500	500	500
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The Community Access Roads program supports communities to develop local transportation facilities and infrastructure to connect communities to each other, natural resource development opportunities and traditional livelihood activities.

Total, Transportation Policy and Planning	1,574	1,565	1,565	1,565
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Priorities (2013-14)

- Complete the Implementation Plan for the *Nunavut Transportation Strategy*.
Status: Implementation of the strategy is underway and the department continues to monitor progress on the actions set out in the strategy.
- Work closely with airport divisions on implementing key objectives of *The Nunavut Transportation Strategy*.
Status: The department has begun to implement some of the key objectives in the Nunavut Transportation Strategy including expansion of the Cambridge Bay and Rankin Inlet hub airports and completing the study on the effects of climate change on foundation soils at Iqaluit International Airport.
- Monitor major infrastructure project construction.
Status: The design of the Cambridge Bay airport has been completed and construction will commence in 2014. Construction has begun on the Rankin Inlet improvements and will be completed in 2014.
- Close the procurement phase of the Iqaluit Airport Private-Public-Partnership project, and begin construction.
Status: The procurement phase of the Iqaluit Airport Private-Public-Partnership project is complete and construction will commence in 2014.

Priorities (2014-15)

- Complete construction of Rankin Inlet and Cambridge Bay airport projects.
- 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.
- 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.
- Update 20-year capital needs assessment for Nunavut airports.

- Conduct planning work for installation of bridges in Gjoa Haven and Cambridge Bay.
- Conduct planning work for remediation and removal of decommissioned airport buildings in Qikiqtarjuaq, Coral Harbour, Nanisivik, Sanikiluaq and Resolute Bay.

Priorities (2015-16)

- Conclude negotiations with Department of National Defence on maintenance of the Nanisivik Road.
- Prioritize airport capital projects using recommendations of 20-year capital needs assessment completed in 2014-15.

Priorities (2016-17)

- Implement remediation of Nanisivik Airport.
- Prioritize airport capital projects using recommendations of 20-year capital needs assessment completed in 2014-15.

Motor Vehicles

The safety of passengers and pedestrians on our roads is the first priority of the Motor Vehicles division. Motor Vehicles provides services and programs to ensure established motor vehicle regulations and safety requirements are promoted to road users and enforced as required. The division administers all aspects of driver licensing and vehicle registrations and maintains statistics for accident reporting. The division also works with and assists agencies working in most Nunavut communities to ensure the services of Motor Vehicles are available throughout the Territory. The division delivers a basic vehicle inspection program and promotes road safety to ensure the safety of all road users.

Objectives

- To ensure that established Nunavut motor vehicle regulations and safety codes are up to date and enforced.
- To conduct driver testing, issue driver licenses, vehicle registration, and Nunavut General Identification Cards.
- To promote road safety awareness to reduce accidents and fatalities.
- To cooperate with provincial and territorial jurisdictions to ensure reciprocal recognition of Nunavut Drivers Licenses as defined in the Canadian Drivers Licence Agreement.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Motor Vehicles		2,116	2,124	2,124	2,124
Ensure established motor vehicle regulations and safety codes are enforced as required and as they apply to all drivers and motor vehicles operating in Nunavut.					
Total, Motor Vehicles		2,116	2,124	2,124	2,124

Priorities (2013-14)

- Host Canadian Council of Motor Transport Administrators conference in Iqaluit.
Status: The department hosted the Administrators annual meeting in Iqaluit in May 2013. Over 170 participants from across Canada, the United States and Mexico engaged in numerous discussions, including the realities and challenges of northern transportation.
- Complete implementation of the Canadian Driver's License Agreement.
Status: The Canadian Council of Motor Transport Administrators concluded a review of the Canadian Driver's License Agreement (CDLA) last fall that resulted in changes requiring subsequent review and agreement by Nunavut before full CDLA implementation can be completed. Some initiatives are underway and others will require a phased approach.
- Implement Motor Vehicles Information System.
Status: This project has been delayed, but capital funding has been approved for 2014-15. Work will be completed in 2015-16.
- Implement the Nunavut Motor Vehicle Inspection Program for commercial carriers.
Status: The Policy Manual for Motor Vehicle Officers is nearly complete, with the exception of sections related to Commercial Vehicle Safety Alliance and Transportation of Dangerous Goods. Inspector training on the Transportation of Dangerous Goods was completed by all Motor Vehicle Officers. Implementation is anticipated in 2014-15.

Priorities (2014-15)

- Implement the Nunavut Motor Vehicle Inspection Program for commercial carriers.
- Initiate a motor vehicle safety awareness campaign.
- Implement first phase of a two-phase process for enforcing the School Bus regulations.
- Perform a needs analysis for a Periodic Motor Vehicle Inspection (PMVI) regulation to reduce accidents due to mechanical defects and improve road safety throughout Nunavut.
- Initiate development of a Motor Vehicles Information System, designed to manage driver licensing and vehicle registration information between motor vehicle offices and with partners across Canada.

- Review the *Motor Vehicles Act* and regulations; begin consultation with stakeholders on possible legislative updates.
- Continue to work with the Government Liaison division on improving the delivery of motor vehicle services throughout Nunavut.

Priorities (2015-16)

- Initiate second phase of enforcing the School Bus regulations.
- Complete the Motor Vehicles Information System project.
- Subject to outcome of needs analysis, update the Periodic Motor Vehicle Inspection (PMVI) regulations.

Priorities (2016-17)

- Implement the Motor Vehicles Information System for roll-out 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 and Community Aerodrome Radio Stations (CARS) are in regulatory compliance and that staff and equipment meet or exceed federal standards. This involves a close working relationship with Transport Canada, NAV CANADA, and the community governments and contractors who provide services to operate and maintain the airports and CARS, as well as with the consultants and contractors needed to deliver construction projects.

Objectives

- Undertake facility planning, airport construction and rehabilitation projects, in compliance with the regulatory and design standards for airports as directed by federal statutes.
- Ensure safe airport services and facilities are available to all residents of Nunavut by maintaining federal airport certification.
- Provide for efficient movement of goods by ensuring adequate airport facilities for scheduled air service to each community.
- Provide aviation weather and flight information to the airlines through CARS.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Nunavut Airports		15,633	14,967	14,967	14,967

This program area ensures safe and efficient airport services and facilities are available in all Nunavut communities.

Northern Aviation Scholarships	0	30	30	30
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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	15,633	14,997	14,997	14,997
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Priorities (2013-14)

- Complete divisions' Organizational Chart and complete the hiring of related staff.
Status: This priority is still in progress and will carry over to 2014-15.
- Improve the program Validation Inspection results with Transport Canada.
Status: The department has implemented program improvements. Transport Canada has communicated to the department that there has been a significant improvement in Validation Inspection results.
- Implement Phase 4 of the Safety Management System Quality Assurance program.
Status: The Safety Management System Quality Assurance audit has been completed and the findings are being used by Nunavut Airports division.
- Complete major training initiative of all airport maintainers.
Status: The department was unable to complete this priority due to staffing challenges. This priority will carry over to 2014-15.

Priorities (2014-15)

- Continue to implement corrective actions identified in the Safety Management System Quality Assurance audit completed in fall 2013.
- Undertake a comprehensive review of operational needs of Nunavut Airports division.
- Develop and deliver training on duties mandated by Transport Canada regulations to all airport maintainers.
- Work with NAV Canada to identify community airports, which would benefit from the installation of GPS systems.
- Work with NAV Canada to ensure smooth transition of Community Aerodrome Radio Stations (CARS) from the department to new contractors.

Priorities (2015-16)

- Work with NAV Canada to ensure smooth transition of Community Aerodrome Radio Stations (CARS) from the department to new contractors.

- Implement findings of comprehensive review of operational needs of Nunavut Airports division.

Priorities (2016-17)

- Implement findings of comprehensive review of operational needs of Nunavut Airports division.
- Undertake scheduled Safety Management System Quality Assurance audit.

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 Airport in accordance with the Aeronautics Act, the Canadian Aviation Regulations and the Canadian Aviation Security Regulations.
- To maintain designation as a National Airport System facility and international alternate use airport.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Iqaluit International Airport		5,576	6,242	6,242	6,242
This program area ensures the safe, reliable, efficient and effective operation of Iqaluit International Airport.					
Total, Iqaluit International Airport		5,576	6,642	6,642	6,642

Priorities (2013-14)

- Continue the implementation of the Iqaluit Airport master plan with the construction of new Air Terminal if funding approved.
Status: Procurement closed in September 2013 for a Public-Private Partnership project which will include all of the major elements of the Iqaluit Airport Master Plan. Construction is scheduled to begin in the spring of 2014.
- Have a complete, operational and proven Safety Management System in place.
Status: An updated Safety Management System has been developed and is currently in operation at the Iqaluit Airport. Approval of the new system is pending until completion of

the Process Verification Inspection by Transport Canada, which is anticipated in March or April 2014.

Priorities (2014-15)

- Complete updates to the Airport Operations Manual and associated Plans in preparation for transfer of the Airport Certificate to the P3 Private Partner.
- Transfer responsibility for operations of the airport to the P3 Private Partner.
- 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.

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.
- Oversee commercial development of airport lands in accordance with the Commissioner's Airport Lands Regulations.

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.
- Develop a system to recover revenue from international carriers nominating Iqaluit Airport as an en route alternate in cooperation with the International Air Transport Association and International Civil Aviation Organization.

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 ensure that the specific economic development needs of each region and their communities are addressed through the delivery and administration of departmental programs and implementation of strategies.
- To monitor and track departmental program funds to ensure effective and efficient use of

Government of Nunavut funding.

- To facilitate development in each region by overseeing business development services.
- To identify and promote potential areas of growth in each region through economic development education, training and the provision of funding to businesses and other organizations.
- To assist and ensure that communities affected by major development can address and monitor impacts as well as benefit from the arising economic opportunities.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Community Operations		4,345	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.					
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 the creation and implementation of community economic development plans.					
Regional Chambers of Commerce		195	195	195	195
Support is provided for regional organizations that foster business development in Nunavut through promotion, education, training and advocacy.					
Small Business Support 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.					
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.					

Strategic Investments Program	3,900	3,900	3,900	3,900
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The Strategic Investments Program supports the implementation of the economic development priorities identified in *Sivumut Abluqta: Stepping Forward Together*, and the *Nunavut Economic Development Strategy*. The program contributes to business expansion and supports economic development projects sponsored by municipalities and non-governmental organizations.

Total, Community Operations	15,251	15,232	15,232	15,232
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Priorities (2013-14)

- Assist in the implementation of the *Makimaniq Plan*.
Status: Participated in the consultation meetings of stakeholders with the Poverty Reduction Division, and delivered the Country Food Distribution Program.
- Support the implementation of tourism development projects mandated by *Nunavut's Tourism Strategy*.
Status: Regional staff completed the Canadian Tourism Human Resources Council National Occupational Standards trainer training, provided input for potential amendments to the Travel and Tourism Act, and directed support to tourism-based businesses. Other implementation activities will be undertaken in 2014-15.
- Assist in the continued implementation of the Country Food Distribution Program.
Status: All regions have ongoing projects in accessing the Country Food Distribution Program and have supported purchase of country food from harvesters for free distribution to the public. Significant training interest for cut and wrap country food processing has occurred in the Kivalliq region.
- Assist in the ongoing development of socio-economic indicators for the Socio-economic Monitoring Committees (SEMCs). Facilitate applications for community based socio-economic monitoring.
Status: The department has assisted in the development of socio-economic indicators. All of the regions have facilitated stakeholder meetings to develop and update project-specific monitoring programs, as directed by project certificates. Community-led initiatives and monitoring programs are encouraged through the SEMC forum. Reporting on efforts and results is enabling broader discussion and understanding of potential outcomes.
- Assist in the implementation of any changes to the *Sanaugait Arts Strategy* resulting from the comprehensive review.
Status: It is anticipated that a first draft of the Sanaugait review will be completed by the end of the fiscal year and the full evaluation will be completed in 2014-15. Community Operations will assist in implementing any associated program changes.
- Development of Entrepreneur Development program curriculum and program delivery training for regional staff with support from the Business Development section. Community pilot projects to be identified.

***Status:** Participant and facilitator manuals were drafted and presented at a regional training workshop. The manuals are undergoing further revisions, in response to the training workshop feedback.*

Priorities (2014-15)

- Facilitate stakeholder consultations and assist in the renewal of economic development contribution program policies and guidelines.
- Through the SEMCs, facilitate community input on project-specific Development Partnership Agreements.
- Assist in the implementation of any changes resulting from the comprehensive review of the *Sanaugait* Strategy.
- Support delivery of the Canadian Tourism Human Resources Council National Occupational Standards to community tourism industry stakeholders.

Priorities (2015-16)

- Assist in the implementation of renewed economic development contribution program policies and guidelines.
- Through the SEMCs, facilitate community input on project-specific Development Partnership Agreements.

Priorities (2016-17)

- Through the SEMCs, facilitate community input on project-specific Development Partnership Agreements.

Inuit Employment Plan

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	142		142	
Total Filled Positions	99	70%	118	83%
Total Vacancies	43	30%	24	17%
Total Beneficiaries	52	53%	62	53%
Total Executive Positions	4		4	
Total Filled Executive Positions	2	50%	4	100%
Total Vacant Executive Positions	2	50%	0	0%
Total Beneficiaries in Executive Positions	1	50%	1	25%
Total Senior-Management Positions	14		13	
Total Filled Senior-Management Positions	10	71%	12	92%
Total Vacant Senior-Management Positions	4	29%	1	8%
Total Beneficiaries in Senior-Management Positions	4	40%	3	25%
Total Middle-Management Positions	25		25	
Total Filled Middle-Management Positions	21	84%	22	88%
Total Vacant Middle-Management Positions	4	16%	3	12%
Total Beneficiaries in Middle-Management Positions	5	24%	7	32%
Total Professional Positions	22		27	
Total Filled Professional Positions	11	50%	18	67%
Total Vacant Professional Positions	11	50%	9	33%
Total Beneficiaries in Professional Positions	3	27%	6	33%
Total Paraprofessional Positions	57		53	
Total Filled Paraprofessional Positions	38	67%	44	83%
Total Vacant Paraprofessional Positions	19	33%	9	17%
Total Beneficiaries in Paraprofessional Positions	23	61%	28	64%
Total Administrative Positions	20		20	
Total Filled Administrative Positions	17	85%	18	90%
Total Vacant Administrative Positions	3	15%	2	10%
Total Beneficiaries in Administrative Positions	16	94%	17	94%

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

- Developing and submitting proposals for *Sivuliqtiksats* Internships through the Department of Executive and Intergovernmental Affairs; the departmental target had three internships in 2013-14 and is working to initiate more in 2014-15;

- Participating in the Inuit Learning and Development Pilot Project in partnership with the Government of Canada and Nunavut Tunngavik; the department employed one ILDP participant in 2013-14;
- Employing summer students to provide valuable work experience to youth for future employment endeavors; thirteen Inuit summer students were employed in 2013-14;
- Mentoring and training beneficiaries through on-job-training as well through casual employment opportunities;
- Employing the assistance of Canadian Executive Services Organization (CESO) for mentoring and development of beneficiary senior managers;
- Endeavouring to ensure that there is an Inuit language speaking member on screening and hiring panels; and
- Implementing a Performance Management Program to engage and empower employees.

Financial Summary

Branch	2013 – 2014		2014 – 2015		2015 – 2016		2016 – 2017	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
CORPORATE MANAGEMENT								
Compensation & Benefits	6,095	51.0	6,003	50.0	6,003	50.0	6,003	50.0
Grants & Contributions	6,451		6,451		6,451		6,451	
Other O&M	1,365		1,340		1,340		1,340	
Subtotal	13,911		13,794		13,794		13,794	
ECONOMIC DEVELOPMENT								
Compensation & Benefits	5,986	46.0	6,074	47.0	6,074	47.0	6,074	47.0
Grants & Contributions	15,146		14,751		14,751		14,751	
Other O&M	1,135		1,135		1,135		1,135	
Subtotal	22,267		21,960		21,960		21,960	
TRANSPORTATION								
Compensation & Benefits	5,370	45.0	5,374	45.0	5,374	45.0	5,374	45.0
Grants & Contributions	500		530		530		530	
Other O&M	19,029		19,024		19,024		19,024	
Subtotal	24,899		24,928		24,928		24,928	
Total	61,077	142.0	60,682	142.0	60,682	142.0	60,682	142.0

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*Nunavut Housing
Corporation*

*Business Plan
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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 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 2014-2017.

Supply

The GN is the principal supplier of the over 10,000 dwelling units in the territory. As of March 31, 2013, the government, through the NHC, maintained 5,099 public housing units (of which 4,846 were NHC-owned and 253 were leased), 1,411 staff housing units (of which 354 were owned and 1,057 were leased) and held mortgages for 308 homeowners. This represents over sixty-eight percent of Nunavut's total housing stock. The remaining thirty-two percent 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, 58% of Nunavummiut are public housing tenants, of which 99% 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 approximately half of Nunavummiut. Each Public Housing unit requires more than \$23,800 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.

The NHC is committed to delivering new and refreshing existing homeownership programs to assist people who are ready to gain the advantages of independence from the Public and Staff Housing Programs. Every new homeowner from these programs either frees up a rental unit in the public or staff housing portfolios, 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. The *Indigenous Children's Health Report* (2009) cites overcrowding and poor housing conditions as contributing to the high rates of infant mortality amongst Inuit.

The *Aboriginal Children's Survey* (Statistics Canada, 2006) reports that nearly half of young Inuit children live in crowded dwellings. In 2004, the *Ten-Year Inuit Housing Action Plan* estimated that 3,000 public housing units are required over a ten-year time span to alleviate current housing needs, and an additional 270 units per year are required to meet the needs of Nunavut's growing population. In 2010, the Nunavut Housing Needs Survey reported that the estimated number of required additional units had climbed to 3580, 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.

Key to the development of the action plan, for the GN Long Term Comprehensive Housing and Homelessness Strategy, will be the coordination of an interdepartmental collaboration structure that will focus on combining the appropriate mix of stakeholders to organize government action to meet the goals and objectives of the Strategy. Through this collaboration structure, the GN will have a mechanism to define housing demand, ensure more affordable housing options and alternatives are available to meet the varied needs of Nunavummiut, including the needs of a growing elder population."

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.

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 2014-2015.

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	101		104	
Total Filled Positions	73	72%	87	84%
Total Vacancies	28	28%	17	16%
Total Beneficiaries	24	33%	30	34%
Total Executive Positions	5		4	
Total Filled Executive Positions	4	80%	4	100%
Total Vacant Executive Positions	1	20%	0	0%
Total Beneficiaries in Executive Positions	2	50%	1	25%
Total Senior-Management Positions	5		6	
Total Filled Senior-Management Positions	5	100%	6	100%
Total Vacant Senior-Management Positions	0	0%	0	0%
Total Beneficiaries in Senior-Management Positions	0	0%	0	0%
Total Middle-Management Positions	23		23	
Total Filled Middle-Management Positions	19	83%	21	91%
Total Vacant Middle-Management Positions	4	17%	2	9%
Total Beneficiaries in Middle-Management Positions	1	5%	1	5%
Total Professional Positions	45		47	
Total Filled Professional Positions	29	64%	34	72%
Total Vacant Professional Positions	16	36%	13	28%
Total Beneficiaries in Professional Positions	8	28%	8	24%
Total Paraprofessional Positions	11		12	
Total Filled Paraprofessional Positions	9	82%	11	92%
Total Vacant Paraprofessional Positions	2	18%	1	8%
Total Beneficiaries in Paraprofessional Positions	6	67%	9	82%
Total Administrative Positions	12		12	
Total Filled Administrative Positions	7	58%	11	92%
Total Vacant Administrative Positions	5	42%	1	8%
Total Beneficiaries in Administrative Positions	7	100%	11	100%

Nunavut Housing Corporation Inuit Employment Goals

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.

The total number of NHC positions in as of December 31, 2013 was 101, an increase from 97 positions in the previous year. This is due to the addition of technical term positions financed by Canadian Mortgage Housing Corporation (CMHC).

The NHC has filled 71 of its 101 positions, with a vacancy rate of 29%. The total number of beneficiaries hired by the NHC stands at 23 for an IEP rate of 32%.

Local Housing Organizations

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 January 31, 2014, there were 302 LHO positions funded by the NHC of which 286 positions were filled. Of these positions, 235 were filled by beneficiaries, which translates into an LHO IEP rate of 82%. Combining these figures with NHC's staffing levels results in 403 positions, of which 358 were filled, and 258 were beneficiaries, for a consolidated IEP rate of 72%.

NHC Engagement in GN-Wide Initiatives for 2014-2017 to meet Inuit Employment Goals

To meet the challenge of achieving a higher level of Inuit employment, the NHC is considering how the Department of External and Intergovernmental Affairs' Sivuliqtiksat (Internship) and Mentorship Programs can assist the NHC in targeting the recruitment and retention of beneficiaries in senior management.

The NHC also makes use of tools, such as the training and development courses provided by the Department of External 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.

Corporate Initiatives for 2014-2017 to meet Inuit Employment Goals

The NHC is committed to supporting Inuit staff through performance management, on-the-job training and by encouraging continuous learning. 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. Namely, the intensive travel demands and heavy workloads, which include maintenance, technical, programs and finance responsibilities, are seen as an impediment to maintaining a healthy balance between work and traditional lifestyles/pursuits (including family life, hunting, and community engagement).

The 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 tradespeople with some of the required skill qualifications to work as journeypersons within the construction industry.

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 2013/14 fiscal year are provided, and the NHC priorities for 2014 to 2017 are established.

Budget	(\$ 000)			
	2013-14	2014-15	2015-16	2016-17
Advisory and Administrative Services	15,211	16,790	16,791	14,799
Public Housing	105,500	108,700	109,037	111,689
Staff Housing	45,108	47,383	47,383	47,383
TOTAL	165,819	172,873	173,211	173,871

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)	2013-14	2014-15	2015-16	2016-17
Corporate Governance Responsible for managing the NHC to ensure consistent and effective application of policy, standards, procedures, and program delivery throughout Nunavut.	1,241	1,449	1,449	1,207
Corporate Operations Responsible for the public housing, staff housing, and homeownership programs, as well the provision of related technical and maintenance services.	3,056	3,762	3,762	2,685
Corporate Policy and Planning 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, and financial planning for the NHC.	769	659	659	659
Corporate Finance Administration 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.	1,649	1,603	1,603	1,603
District Program Administration Responsible for the delivery of homeownership and housing repair programs, which includes financial counseling and home maintenance training of clients, and supporting the LHOs in the delivery of rental housing program through their management agreements. Also accountable for the management of the mortgage portfolio.	2,945	2,941	2,941	2,941
District Financial Administration Fulfills a dual function in providing financial support to the district offices, and in monitoring, evaluating and assisting LHOs with financial matters.	2,511	2,385	2,385	2,385
District Technical Administration 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.	3,040	3,991	3,991	3,318
Total, Advisory and Administrative Services	15,211	16,790	16,790	14,798

Priorities (2013-2014)

- Develop an implementation and financial plan for the GN Comprehensive Long Term Housing Strategy, in collaboration with GN departments.

Status: The NHC anticipates the completion of its Blueprint for Action: Building a Commonsense Approach for Overcoming Nunavut's Housing Crisis in 2014-2015. The Blueprint will be based on NHC's proposed methodology for developing an Action Plan as stated in the GN Long Term Comprehensive Housing and Homelessness Strategy.

- Complete the implementation of approved recommendations of the second phase of NHC's organizational structure review.

Status: The NHC has completed a comprehensive organizational structure review. Recommended changes will be considered in early 2014-2015.

- Continue lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.

Status: NHC is an active member of the P/T Housing Forum, which is currently developing a coordinated federal engagement strategy to raise the debate regarding the need for a long term funding solution for housing to the national level.

- Continue to undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.

Status: NHC has undertaken some research activities for the development of the GN Long Term Comprehensive Housing and Homelessness Strategy. NHC is also an active member of the Technical and Socioeconomic working groups of Tri-Territorial Housing Committee.

- Continue work with NTI to address affordable housing needs in Nunavut in accordance with Aajiiqatigiinniq.

Status: NHC engaged with NTI on the development of the Framework for the GN Long Term Comprehensive Housing and Homelessness Strategy. The NHC is committed to working with NTI on housing matters and anticipates continuing to engage with NTI on the development of the Action Plan for the GN Housing and Homelessness Strategy in 2014-15.

- Continue to work with the Department of Culture and Heritage to implement the Inuit Language Protection Act (ILPA) and Official Languages Act (OLA).

Status: The NHC spent its 2013-2014 OLA-ILPA budget of \$135,000 for training LHO staff on the Public Housing new rent scale software and the preparation of supporting documents in Nunavut's official languages related to Public Housing.

- Continue to identify training, mentoring, development and staffing opportunities for beneficiaries within NHC, through the NHC's IEP committee.

Status: Within the last year, NHC and LHO staff have received training for changes to the Rent Scale, First Aid, Heating Systems, as well as Trauma Informed Practice training. NHC is also represented on the GN IEP Steering Committee, whose role is to determine ways to increase Inuit employment in departments and agencies.

Priorities (2014-2015)

- Establish interdepartmental collaboration structure for the development of a multi-year Action Plan for the GN Comprehensive Long Term Housing Strategy.
- Ensure the Action Plan focuses on developing more energy efficient and economical solutions to housing, and on more affordable housing options and alternatives to meet peoples varied needs.

- Implement approved recommendations as a result of NHC's comprehensive organizational structure review.
- Engage in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.
- Undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.
- Work with NTI to address affordable housing needs in Nunavut in accordance with Aajiiqatigiinniq.
- Work with the Department of Culture and Heritage to implement the Inuit Language Protection Act (ILPA) and Official Languages Act (OLA).
- Identify training, mentoring, development and staffing opportunities for NLCA beneficiaries within NHC and its network of Local Housing Organizations, to support the development of a long term Inuit Employment Plan for the NHC.

Priorities (2015-2016)

- Complete the Action Plan for the GN Comprehensive Long Term Housing Strategy, in collaboration with GN departments.
- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.
- Undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.
- Work with NTI to address affordable housing needs in Nunavut in accordance with Aajiiqatigiinniq.
- Coordinate implementation of training, mentoring, development and staffing opportunities for NLCA beneficiaries within NHC, through the NHC's Long Term Inuit Employment Plan.

Priorities (2016-17)

- Monitor the implementation of the GN's multi-year Action Plan to address Nunavut's housing needs in collaboration with GN departments.
- Participate in lobbying efforts at the territorial and federal levels to seek support for the provision of suitable, adequate and affordable housing across Nunavut.
- Undertake research activities that will assist NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.
- Continue work with NTI and regional Inuit organizations to address Inuit housing needs in Nunavut.
- Coordinate implementation of training, mentoring, development and staffing opportunities for NLCA beneficiaries within NHC, through the NHC's Long Term Inuit Employment Plan.

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 5,099 units in the public housing portfolio (as of March 31, 2013), 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)	2013-14	2014-15	2015-16	2016-17
Leased Units – Rent					
Supplement		7,395	7,180	7,180	7,180
There were 253 leased public housing units throughout the territory, as of March 31, 2013. 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					
		43,091	45,510	45,510	45,510
The Administration and Maintenance component includes such items as salaries and benefits, equipment and supplies.					
Utilities		81,178	86,019	86,019	86,019
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		2,210	2,186	2,186	2,186
Covers the cost of taxes and land lease expenses.					
Debt Recovery		15,832	14,815	14,752	14,339
Remitted to CMHC to pay down the debt on the public housing portfolio, which was \$100 million as at March 31, 2013.					
Rental Revenue		(9,656)	(12,000)	(12,000)	(12,000)
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		(34,550)	(35,010)	(34,610)	(31,545)
CMHC contributions for Social Housing and own source revenue.					
Total, Public Housing		105,500	108,700	109,037	111,689

Priorities (2013-14)

- Begin implementing changes made to the Public Housing Rent Scale as per the results of the Public Housing Rent Scale Review.

***Status:** NHC implemented the new Rent Scale Management System, which incorporates the changes made to the Public Housing Rent Scale on February 1st 2014.*

- Implement the occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.

***Status:** NHC anticipates completing, in consultation with WSCC, its Occupational Health and Safety Manual by March 31, 2014. A training plan for LHO and NHC operations will be developed based on the manual for implementation in 2014-15.*

- Develop and begin implementation of new financial and property management solution.

***Status:** NHC has held several consultations with GN Information Provision Services and anticipates having a software selection and implementation plan complete in early 2014-15.*

- Implement internal plan to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.

***Status:** NHC has implemented a number of pilot initiatives for the collection of LHO arrears to be included in a formal Arrear Reduction Plan. The NHC has drafted a Collections Policy that has been reviewed by the Board and approved for consultation with the GN.*

Priorities (2014-15)

- Monitor the construction of additional housing funded under the \$100 million 2013 Economic Action Plan from the federal government.
- Monitor the construction of new public housing funded through the GN's 2014-2015 capital plan.
- Develop a five-year Public Housing portfolio expansion plan to implement the 2014-2019 extension of the Investment in Affordable Housing (IAH) agreement with the federal government.
- Research and incorporate more energy efficient and economical solutions for construction of housing.
- Identify activities to promote apprenticeship in support of the IAH agreement.
- Implement identified activities in support of the NHC's Tenant Engagement Campaign.
- Complete vendor selection for the new financial and property management software.
- Develop multi-year implementation plan for the new financial and property management software in consultation with LHOs and other stakeholders.
- Complete roll out of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.
- Research and initiate the development of alternate affordable housing options to support a full housing continuum in Nunavut, as identified in the GN Long Term Comprehensive Housing and Homelessness Strategy.
- Strengthen occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.

- Monitor impact of changes made to the public housing rent scale and identify how the new rent scale software can assist the NHC in demonstrating the social, economic and cultural impacts of housing issues across Nunavut.

Priorities (2015-16)

- Implement new financial and property management software for NHC offices and review expansion plan of the software to LHOs.
- Review occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.
- Monitor and review impact of collections policy and procedures to reduce LHO arrears, and continue to develop and implement LHO deficit recovery plans.
- Update the condition rating software to include full life cycle maintenance to allow for improved management of NHC's aging public housing stock.

Priorities (2016-17)

- Continue implementation of the new financial and property management software.
- Continue to strengthen occupational health and safety plan in consultation with WSCC for both NHC and LHO operations.
- 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 74.9% 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)	2013-14	2014-15	2015-16	2016-17
Operations		7,784	8,084	8,084	8,084
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 37,324 **39,299** 39,299 39,299

The staff housing portfolio provides 1,411 rental units (354 owned and 1,057 leased), as of March 31, 2013.

Total, Staff Housing 45,108 **47,383** 47,383 47,383

Priorities (2013-14)

- Continue to enhance the staff housing portfolio, particularly in communities with growing staff housing requirements.
Status: The NHC built 17 staff housing units as per their 2013-14 new construction plan. These 17 units represent a 10-plex in Cambridge Bay, a duplex in Clyde River and a 5-plex in Taloyoak.
- Continue to work in close partnership with GN departments to meet their staff housing requirements.
Status: The NHC has held consultations with GN departments regarding their staff housing requirements. NHC considers the demand for staff housing as well as units available for lease in each community as part of its assessment of where to build vs. lease to assist with meeting future staff housing requirements.

Priorities (2014-15)

- Research alternative approaches for the delivery of staff housing in emerging market communities.
- 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 in close partnership with GN departments to meet their staff housing requirements.

Priorities (2015-16)

- 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 in close partnership with GN departments to meet their staff housing requirements.

Priorities (2016-17)

- 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 in close partnership 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.

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 \$1,500.

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 \$5,000.

Priorities (2013-14)

- Finalize Homeownership Applicant Database.
Status: The NHC anticipates completing a prototype of Homeownership Applicant Database for testing by March 31, 2014.
- Continue to implement changes to NHC's home ownership programs resulting from the GN Comprehensive Long Term Housing Strategy.
Status: NHC is reviewing its programs to determine whether they currently support the development of Nunavut housing continuum.
- Monitor the success and impact of the homeownership programs.
Status: NHC is currently reviewing the performance of its existing programs and anticipates being able to report on their impacts in 2014-15.
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling.
Status: The NHC has established and advertised new applicant intake deadlines in January 2014 as part of its on-going promotion of homeownership in Nunavut.

Priorities (2014-15)

- Research and develop proposed changes to NHC's home ownership programs resulting from the GN Comprehensive Long Term Housing Strategy.
- Monitor the success and impact of the homeownership programs with data collected from the Homeownership Applicant Database
- Promote homeownership in Nunavut through publicity and promotion as well as through education and counseling. All NHC programs will be posted on the NHC website.

Priorities (2015-16)

- Continue to implement proposed changes to NHC's home ownership programs resulting from the GN Comprehensive Long Term Housing Strategy.
- 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 (2016-17)

- Continue to implement proposed changes to NHC's home ownership programs resulting from the GN Comprehensive Long Term Housing Strategy.
- 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	2013 – 2014		2014 – 2015		2015 – 2016		2016 – 2017	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Salary	4,290	30.0	5,390	39.0	5,390	39.0	4,072	30.0
Grants & Contributions	–		–		–		–	
Other O&M	2,425		2,083		2,083		2,083	
Subtotal	6,715		7,473		7,473		6,155	
DEBT REPAYMENT								
Salary	–	–	–	–	–	–	–	–
Grants & Contributions	–		–		–		–	
Other O&M (includes CMHC contributions)	15,832		14,815		14,752		14,339	
Subtotal	15,832		14,815		14,752		14,339	
DISTRICT OFFICES								
Salary	6,718	46.0	7,540	51.0	7,540	51.0	6,867	46.0
Grants & Contributions	–		–		–		–	
Other O&M	1,778		1,777		1,778		1,777	
Subtotal	8,496		9,317		9,318		8,644	
AFFORDABLE HOUSING – PUBLIC HOUSING								
Salary	–	–	–	–	–	–	–	–
Grants & Contributions	124,218		128,895		128,895		128,895	
Other O&M	–		–		–		–	
Subtotal	124,218		128,895		128,895		128,895	
AFFORDABLE HOUSING – STAFF HOUSING								
Salary	1,943	14.0	1,975	14.0	1,975	14.0	1,975	14.0
Grants & Contributions	–		–		–		–	
Other O&M	43,165		45,408		45,408		45,408	
Subtotal	45,108		47,383		47,383		47,383	
TOTAL FUNDED	200,369	90.0	207,883	104.0	207,821	104.0	205,416	90.0
*Less CMHC Contribution and Other Revenue	34,550		35,010		34,610		31,545	
TOTAL GN FUNDED	165,819	90.0	172,873	104.0	173,211	104.0	173,871	90.0



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Nunavut
Arctic College

Nunavut Arctic College

Business Plan

2014-2017

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INTRODUCTION

Nunavut Arctic College is a major contributor to the development of Nunavut and Nunavummiut. Our core business is education and training for employment. Our goal is building self-reliant families and communities through training and employment.

Mission

The mission of Nunavut Arctic College is to strengthen the people and communities of Nunavut by providing life-long learning opportunities for adult Nunavummiut by appropriately delivering quality career programs developed with input from our partners throughout the Arctic and 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. We are proud of our essential role in providing education that bridges the Nunavut of yesterday, today, and tomorrow.

We value our learners and are committed to their success by:

- Engaging and challenging our students in learner-centered programs;
- Supporting learners through personal interaction, small scale learning environments, and sensitivity to the needs of students;
- Integrating Inuit culture and knowledge in our programs.

We value a positive and productive learning and working environment by:

- Offering innovative programs to meet the requirements of a wide range of learners;
- Providing services that acknowledge learners as multi-faceted individuals and promote student success in all areas of life: as workers, community members, volunteers, family members, and parents;
- Establishing and achieving College objectives through the application of research and transparent practices, and through the services of Nunavut Research Institute establishing the highest research standards.

We value strong connections to the communities we serve by:

- Utilizing community-based delivery models for programs;
- Valuing exchange and interaction with communities and acknowledging the community's role in establishing educational priorities for the College.

We value our partnerships by:

- Collaborating with other institutions and organizations in order to provide a broad range of programs and services for the people of Nunavut.

Principles

Our principles serve as guideposts to create a learning-centered institution that reflects Inuit values, beliefs, and knowledge. Nunavut Arctic College is an inclusive institution that:

- Respects and honors Inuit languages and culture.
- Involves Elders as an integral part of College life.
- Promotes an understanding of Inuit culture and languages.
- Values students' connections to family and community.
- Prepares students for meaningful careers and healthy lives.
- Places the well-being of students first and provides a strong caring network of support.
- Promotes learning as a positive life-changing experience, involving the whole person body-mind-spirit.
- Encourages the personal, professional, and academic development of students and staff.
- Engages learners as active participants in all aspects of learning and evaluation.
- Ensures our graduates meet national standards.

STRATEGIC LINK TO 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, 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 *Piqqusilirivvik*. The Board values the participation of Elders in the learning of its students. The Board of Governors considers the establishment of bilingual learning environments to be an urgent need 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 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. Arctic College works with the Public Agency Council to maintain accountability and address any issues raised by the Auditor General. Arctic College continues to work in 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. In carrying out its core business, Nunavut Arctic College faces unique challenges and opportunities. Five critical challenges influence future decision-making. Responding to these challenges and turning them into opportunities will shape the strategic direction of Nunavut Arctic College during the coming years.

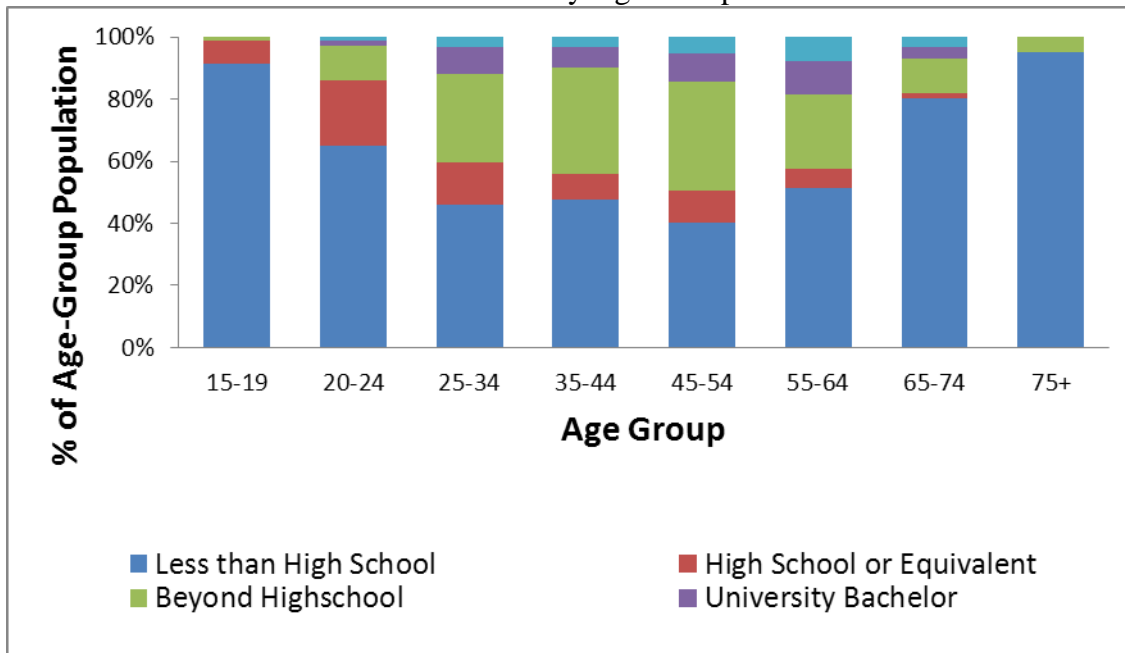
- **Inuit Languages and Culture**

The Board of Governors wishes to build a college that mirrors Nunavut in terms of 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, meet 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 Piquisilirivvik has enhanced the College's capacity to deliver culturally appropriate programs. This is further enhanced by the creation of a Centre of Excellence for Language and Culture which will ensure the efficient use of its existing resources to improve and increase delivery of language and culture programs.

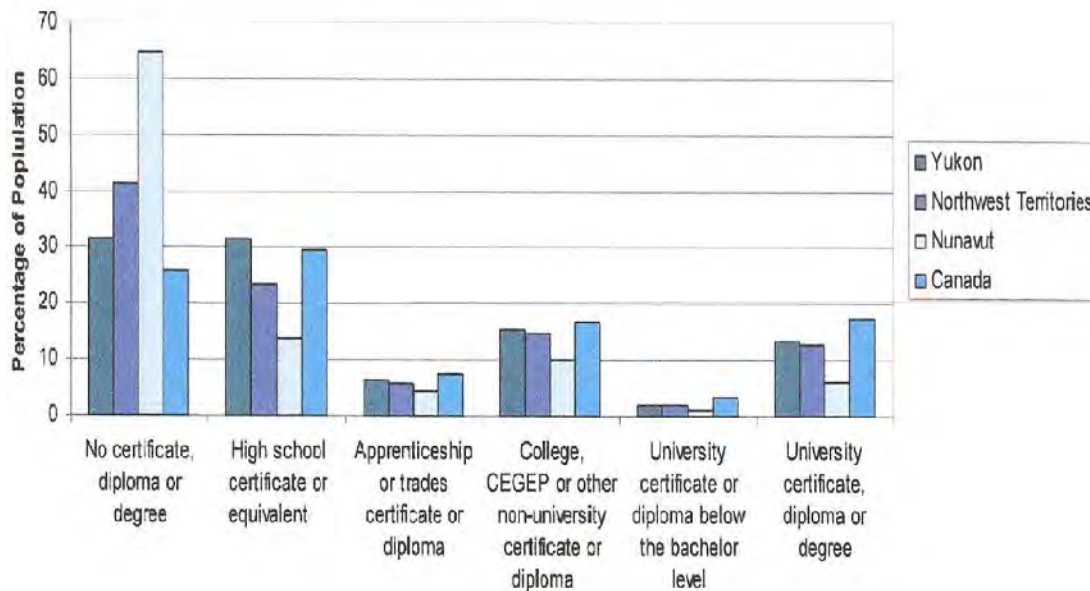
- **Educational Attainment**

Nunavut lags in comparison with the rest of Canada in educational attainment (2011 Census). Approximately 56% of Nunavummiut over the age of 15 do not have a high school diploma or equivalency. 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 has 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.

Nunavut distribution of level of education by Age-Group



Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-560-XCB2006008 (Nunavut, Code62)



- **Economic Growth**

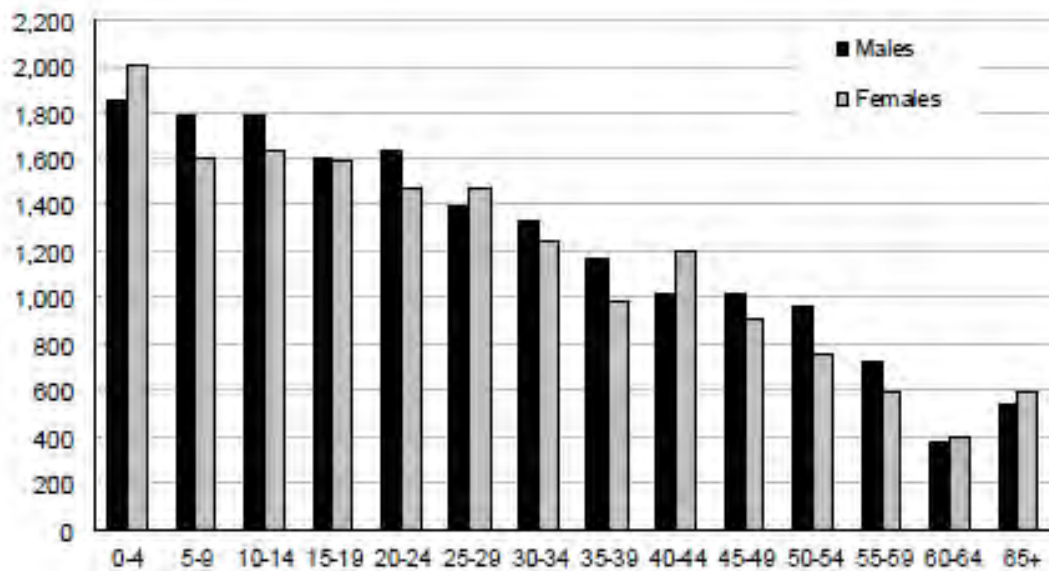
Specific to work force development, there is an ongoing employment demand in the construction industry. The Government of Nunavut continues to need trained employees to serve Nunavummiut, particularly in finance, health and education. Much of the future economy will be driven by the mining industry. The demands of the transportation industry

are also increasing. In contrast to the traditional economy, the emerging contemporary economy expects a high school diploma as a basic job entry requirement and college or university for career advancement.

- **Demographics**

Unlike the rest of Canada (2012 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.

Nunavut Population – Males and Females by Age groups, July 1, 2012



Data from July 1st, 2012 preliminary post-censal estimates based on the 2006 Census. Adjusted for net census undercoverage. Statistics Canada. Table 051-0001 - Estimates of population, by age group and sex for July 1, Canada, provinces and territories, annual (persons unless otherwise noted), CANSIM (database). (Accessed: 2013-10-15)

- **Geography**

Nunavut has the most widely dispersed population in Canada. Arctic College’s major programs and facilities are centered in three communities – Iqaluit, Rankin Inlet and Cambridge Bay – comprising about one-third of Nunavut’s population. The remaining two-thirds of Nunavummiut have limited access to adult learning through their local Community Learning Centres unless they move to a regional campus. Making more adult learning and training accessible 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 College continues to work with 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 Colleges 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 and 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." 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 Goal

The goal of Nunavut Arctic College is to increase Inuit employment. (See Appendix II). The focus is on the Professional (instructors) category. The Professional category is critical because the Board of Governors considers a bilingual learning environment to be an urgent need. It is difficult to fill because eligible instructors require formal qualifications and positions must be filled before the instructional term begins.

Inuit Employment Targets

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 Inuit employment. However, in the five-year future several managers will be eligible for retirement, which will create opportunities for increasing Inuit employment through succession planning.

	As of Dec. 31, 2013		For March 31, 2015	
		Capacity %		Capacity %
Total Department Positions	197		211.6	
Total Filled Positions	164	83%	188	89%
Total Vacancies	33	17%	23.6	11%
Total Beneficiaries	92	56%	99	53%
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		8	
Total Filled Senior-Management Positions	7	88%	7	88%
Total Vacant Senior-Management Positions	1	13%	1	13%
Total Beneficiaries in Senior-Management Positions	3	43%	3	43%
Total Middle-Management Positions	27		27	
Total Filled Middle-Management Positions	22	81%	24	89%
Total Vacant Middle-Management Positions	5	19%	3	11%
Total Beneficiaries in Middle-Management Positions	8	36%	7	29%
Total Professional Positions	102		118.6	
Total Filled Professional Positions	85	83%	104	88%
Total Vacant Professional Positions	17	17%	14.6	12%
Total Beneficiaries in Professional Positions	43	51%	47	45%
Total Paraprofessional Positions	26		26	
Total Filled Paraprofessional Positions	20	77%	22	85%
Total Vacant Paraprofessional Positions	6	23%	4	15%
Total Beneficiaries in Paraprofessional Positions	11	55%	11	50%
Total Administrative Positions	33		31	
Total Filled Administrative Positions	29	88%	30	97%
Total Vacant Administrative Positions	4	12%	1	3%
Total Beneficiaries in Administrative Positions	27	93%	30	100%

Inuit Employment Initiatives

To increase Inuit professional employment in response to the Board’s statement that “a bilingual learning environment is an urgent need,” Nunavut Arctic College is taking two significant steps. First, Arctic College annually sponsors the Instructor Development Program recognized by the University of New Brunswick. The program will help qualify Inuit candidates for employment in selected instructional positions. The Nunavut Trades Training Centre and Community Aerodrome Radio Services program instructional positions and Community Adult Educators remain a priority. Second, we strive to recruit bilingual Adult Educators and at least one bilingual instructor for the diploma and degree career programs. Management is the next critical

category. Anticipating future retirements, Nunavut Arctic College has initiated succession planning and mentorship for this category.

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.

CORE BUSINESS

The core business of Nunavut Arctic College is training for employment through the delivery of adult learning and training to adult Nunavummiut throughout Nunavut. Our goal is building self-reliant communities and families through training and employment.

Nunavut Arctic College's programs and services are accessible from many different locations throughout Nunavut. There are Community Learning Centres in nearly all Nunavut communities. Other facilities include headquarters in Arviat, the Nunavut Research Institute in Iqaluit, the Igloodik Oral History Research Centre, Piqqusilirivvik 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 \$36,192 and Third Party funding \$9,241 for a total College budget in 2014-15 of \$45,433. The seven academic program lines together represent 75.48% of the total 2014-15 budget of Nunavut Arctic College.

	Budget (\$000)			
	2013-14	2014-15	2015-16	2016-17
Inuit Language & Culture	6,017	6,717	6,717	6,717
Community & Distance Learning	10,657	10,785	10,698	10,698
Business & Leadership Careers	2,354	2,123	2,123	2,123
Education Careers	4,834	5,134	5,134	5,134
Health & Wellness Careers	2,883	2,708	2,708	2,708
Trade & Technology Careers	5,147	5,322	5,322	5,322
Nunavut Research Institute	1,628	1,504	1,504	1,504
Student Services	4,364	4,618	4,618	4,618
Administration Services	6,521	6,522	6,522	6,522
Total	44,405	45,433	45,346	45,346

Inuit Languages and Culture

The Inuit Languages 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)	2013-14	2014-15	2015-16	2016-17
Language Programs		906	906	906	906
This division includes Inuit language programs such as the Inuit Studies and Interpreter/Translator Diplomas.					
Culture Programs		932	932	932	932
This division includes Inuit culture-based programs such as the Jewelry and Metalwork and the Fur Production and Design Diplomas.					
Curriculum Development		214	214	214	214
The Curriculum Development Office (Arviat) reviews all curricula for appropriate Inuit language and culture content.					
Oral History Project		302	302	302	302
The Igloolik Oral History Research Centre collects and documents traditional Inuit knowledge by interviewing Elders and digitizing traditional oral collection and publishing.					
Piqqusilirivvik Centre		3,663	3,663	3,663	3,663
The Centre is dedicated to teaching traditional culture, knowledge, life style, skill sets and values, taught in the Inuit language and based on Inuit Qaujimajatuqangit guiding principles.					
Total, Base Programs		6,017	6,017	6,017	6,017

Third Party Contracts			700	700	700
The Funding supports the Learning Materials Centre and the delivery of Language Training and Cultural Orientation for GN employees.					

Total, Programs		6,017	6,717	6,717	6,717
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Priorities (2013-14)

- Continue building Inuit language capacity by expanding thus increasing delivery of the Interpreter/translator program to all regions.
Status: The College has offered Interpreter Medical Modules to the Department of Health medical staff, additional evening language courses, Inuktitut Morphology & Syntax to Department of Culture & Heritage staff, as well as additional Inuktitut language programs to existing College programs that do not have designated Inuktitut instructors.
- Establish an Inuit Language and Culture Centre within the College.
Status: The business case and implementation strategy for the Inuit Language and Culture Centre of Excellence have been developed, and following approval by the Board of Governors, will be implemented throughout 2014-15.

- Expand Piqqusilirivvik satellite community programming to other communities.
Status: Active satellite community programs are being delivered in Baker Lake and Igloolik. Programs are adapted to meet community needs and local expertise.

Priorities (2014-15)

- Increase the production of learning and teaching materials/publications through the Learning Materials Centre.
- Designate elders in the three regional campuses to support learning in all aspects.
- Complete enhanced delivery of the Interpreter/Translator Program in the Rankin Inlet and Cambridge Bay campuses.

Priorities (2015-16)

- Develop and deliver an advanced cultural program at Piqqusilirivvik.
- Integrate the Learning Material Centre into the Inuit Language and Culture Centre of Excellence within the College?
- Develop an accessible inventory and system to make traditional knowledge learning resources available to educators and the public.

Priorities (2016-17)

- Negotiate credit transfer agreements with University partners for Inuit language and culture programs
- Develop and deliver courses on traditional knowledge to Government of Nunavut employees.
- Expand the delivery of specific Piqqusilirivvik programs through the various Community Learning Centres.

Community and Distance Learning

The 25 Community Learning Centres (CLCs) are each 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 College programs and services. Adult Educators offer Adult Basic Education, literacy training, and pre-employment and upgrading programs in preparation for the College career training programs. Selected CLCs offer the College Foundations Program, which prepares students for careers in environmental technology, nursing and teaching.

Objectives

- To lead the improvement of programs and services to communities.
- To develop community-based distance learning capacity.
- To increase accessibility of career programs in the communities.
- To increase the number of adults with high school diploma.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Kitikmeot CLCs Supports CLCs in Cambridge Bay, Gjoa Haven, Kugaaruk, Kugluktuk, and Taloyoak.		1,079	1,079	1,079	1,079
Kivalliq CLCs Supports CLCs in Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet, Repulse Bay, and Whale Cove.		1,636	1,636	1,636	1,636
Qikiqtani CLCs Supports CLCs in Arctic Bay, Cape Dorset, Clyde River, Grise Fiord, Hall Beach, Igloolik, Iqaluit, Kimmirut, Pangnirtung, Pond Inlet, Qikiqtarjuaq, Resolute Bay, and Sanikiluaq.		3,271	3,271	3,271	3,271
PASS The new Pathway for Adult Secondary School Graduation (PASS) will provide adult learners with an option to earn the same Nunavut Secondary School Diploma as those students who have achieved their Diploma through the traditional high school route. This is a hybrid of face to face instruction and distance learning.		1,113	1,187	1,100	1,100
Total, Base Programs		7,099	7,173	7,086	7,086
Third Party Contracts Supports the delivery of literacy, adult basic education, pre-employment and pre-trades training programs in addition to special initiatives such as the Applied Suicide Intervention Skills Training ASIST program.		3,558	3,612	3,612	3,612
Total, Programs		10,657	10,785	10,698	10,698

Priorities (2013-14)

- Expand delivery of on-line learning courses to more programs and courses.
Status: Office Administration courses were offered through distance learning in partnership with the Municipal Training Office in Pond Inlet and Clyde River. The Pathways to Adult Secondary program has offered English 30-2 (080-105) in the Fall Semester and Social Studies 20-2 (ABE 080-135) in the Winter Semester.
- Update the Adult Basic Education Program curriculum to improve delivery of the program and to increase student retention in the program.
Status: The ABE program curriculum has been updated through a Memorandum of Understanding with the Government of Nunavut and the Northwest Territories. It involves increased participation of Elders, a new Inuktitut curriculum, culturally relevant material, integration of learning technologies, and social learning projects.

Priorities (2014-15)

- Continue to enhance community access to career programs through distance learning.
- Deliver literacy and adult education programs in line with the Nunavut Adult Learning Strategy and the Nunavut Literacy Strategy.

- Deliver Adult Basic Education and Pathway for Adult Secondary School Graduation programs through distance learning.
- Provide increased course options for Adult Basic Education and Pathway for Adult Secondary School Graduation programs through distance learning.

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.
- Secure sustainable funding for the continued delivery of Adult Basic Education programs (federal funding ends 31 March 2016).

Priorities (2016-17)

- Deliver work ready programs in communities for entry into the mining sector.
- Integrate learning technologies into more community-based programs using a blended learning model, which uses both distance learning and face-to-face delivery.

Business Careers and Workforce Development

The principal career programs in this division are Management Studies and Office Administration. It includes the management of the Municipal Training Organization and GN Staff Training contracts.

Objectives

- To train qualified candidates for employment by Nunavut businesses and the Government of Nunavut.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Business Programs		1,072	1,072	1,072	1,072
The principal career programs are Management Studies and Office Administration.					
Total, Base Programs		1,072	1,072	1,072	1,072
Third Party Contracts		1,282	1,051	1,051	1,051
Supports delivery of training for computer systems technicians, municipal and government employees, and the Nunavut Fisheries Training Consortium. Continued delivery of Applied Accounting Degree in partnership with Grant MacEwan University.					
Total, Programs		2,354	2,123	2,123	2,123

Priorities (2013-14)

- Continue building capacity for workforce development in the public and private sector.

Status: Developed an Accounting Technology Certificate program that was approved by Grant MacEwan University which bridges students from the College Management Studies program to the Grant MacEwan Applied Accounting Degree program. Delivery commenced in September 2013.

Priorities (2014-15)

- Deliver a first year Management Studies program in all three regions. Subject to third party funding.
- Deliver Grant MacEwan University Applied Accounting Degree program to graduates of the Accounting Technology Certificate program in Kivalliq Campus.

Priority (2015-16)

- Enroll Grant MacEwan students in coop work placements to complete degree.
- Develop coursework on Entrepreneurship training.
- Complete the preparation of Management Studies and Office Administration Courses for an online platform.

Priorities (2016-17)

- Conduct a review of the Bachelors of Business and Accounting pilot project.
- Deliver entrepreneurial training for private and public sector.

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)	2013-14	2014-15	2015-16	2016-17
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Teacher Education		2,902	2,900	2,900	2,900
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The Nunavut Teacher Education Program trains bilingual elementary and middle school teachers in partnership with the University of Regina. It offers all four years of the B.Ed. at Nunatta Campus as well as a Degree after Education Program for students who already hold an undergraduate degree. It is developing regional capacity to offer the B.Ed. in the Kitikmeot region (Gjoa Haven), Kivalliq region (Rankin Inlet, Arviat and Baker Lake), and the Qikiqtani region (Pond Inlet; Qikiqtarjuaq; Pangnirtung; Hall Beach and Cape Dorset).

Total, Base Programs	2,902	2,900	2,900	2,900
Third Party Contracts	1,932	2,234	2,234	2,234
The funding supports the delivery of the Nunavut Teacher Education Program in, Cape Dorset, Gjoa Haven, Hall Beach, Pangnirtung, Pond Inlet and Qikiqtarjuaq.				
Total, Programs	4,834	5,134	5,134	5,134

Priorities (2013-14)

- Continue building capacity to support community-based teacher education in the Kitikmeot, Kivalliq and Qikiqtaaluk.
Status: Community-based University of Regina, 4 year Bachelor of education programs continue to be delivered in a total of 10 communities in all three regions.
- Increase the use of Inuktitut as the Language of Instruction to students in the Nunavut Teacher Education Program.
Status: The programs have been delivered by local personnel where possible, which has allowed use of regional dialects and sensitivity to cultural dynamics.
- Develop a Business Case for the base-funded delivery of the Early Childhood Education Program at the community level in alternating locations.
Status: The College continues to utilize funding that has been provided by the Government of Canada for delivery. The business case is being developed and funding being sought.

Priorities (2014-15)

- Establish a working group to develop a Bachelor of Education degree with a concentration in Inuit Language and Culture.
- Establish an Early Childhood Education Curriculum Specialist position to incorporate Inuit language and culture into Early Childhood Education curriculum.

Priorities (2015-16)

- Deliver a Master of Education degree program with a university partner.
- Develop a new diploma program for Early Childhood Education to meet revised Department of Education licensing and employment requirements.
- Increase community delivery of Early Childhood Education certificate program and offer training workshops to train Early Childhood Education daycare board members.

Priorities (2016-17)

- Delivery of the Early Childhood Education Diploma in Kitikmeot/ Kivalliq/ Qikiqtani.

Health and Wellness Careers

The principal career programs of this division are Social Services Worker Certificate and Diploma 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)	2013-14	2014-15	2015-16	2016-17
Nursing Degree Program Nunatta Campus offers four years of a B.Sc. in Nursing in partnership with Dalhousie University.		2,003	2,003	2,003	2,003
Social Services Worker Program The Kitikmeot Campus offers the Social Services Worker Certificate and Diploma programs. The diploma includes specialties in addictions counselor and social worker.		520	520	520	520
Total, Base Programs		2,523	2,523	2,523	2,523
Third Party Contracts The Campus also supports the training of various health care careers as identified and funded by the Department of Health and Social Services.		360	185	185	185
The Midwifery Diploma Program is currently offered in Cambridge Bay, funded by the Department of Health and Social Services and the Kitikmeot Inuit Association.					
Total, Programs		2,883	2,708	2,708	2,708

Priorities (2013-14)

- Increase degree transferability of diploma programs with other post-secondary institutions.
Status: Laurentian University works with Nunavut Arctic College to maximize transferability of their Midwifery Degree program. Senior staff met with the University of Regina to discuss transferability to a Bachelor of Social Work.
- Initiate the plan for renewal of the accreditation of the Nursing Program.
Status: Comments from past accreditation process have been reviewed with Dalhousie University to ensure that past recommendations have been addressed. The self-Assessment report that is part of the assessment process is complete. Registered Nurses Association of the Northwest Territories and Nunavut will conduct a site visit in the fall 2014, which will complete the approval review process.

Priorities (2014-15)

- Establish an internship position for a bilingual nursing instructor who will complete a Master's Degree in Nursing with our university partner.

Priorities (2015-16)

- Offer the Pre-Nursing program in Cambridge Bay to increase the number of Inuit nursing students from the Kitikmeot.

Priorities (2016-17)

- Develop and deliver on-line science courses to support student success and readiness for Pre-Nursing and Nursing Program.
- Review success of Pre-Nursing and update curriculum as necessary.

Trade and Technology Careers

Principal initiatives in trades are the training centre in Rankin Inlet, for construction and equipment training, and for the mine training centre proposed for Cambridge Bay. This division works closely with the Nunavut Apprenticeship, Trade and Occupations Board and EDT's Nunavut Mining Round Table. Apprenticeship training is overseen by the Adult Learning Partnership Committee with the Department of Education.

Objectives

- To train qualified candidates for employment in Nunavut's construction and mining industries.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Trades Programs		4,083	4,083	4,083	4,083
<p><u>Nunatta Campus</u> delivers all 4 levels for Carpenters and level 3 Housing Maintainer apprenticeship programs including pre-apprenticeship, and Trades Access. <u>Kivalliq Campus</u> delivers the initial 2 levels of apprenticeship programs for Electrical, Housing Maintainer, full 3 year interprovincial Red Seal Oil Burner Mechanic program and Plumbing trades, and a Trades Access program. Additionally, Pre-apprenticeship is provided for the Electrical, Plumbing and Oil Burner Mechanic trades as well as Housing Maintainer apprenticeship program.</p> <p><u>Kitikmeot Campus</u> delivers Hairstyling Certificate and diploma program, Trades Access, Camp Cook and Culinary Arts out of the Community Learning Centre.</p>					
Total, Base Programs		4,083	4,083	4,083	4,083
Third Party Contracts		1,064	1,239	1,239	1,239
<p>Supports Community Aerodrome Radio Services, Mine Training and Camp Cook.</p>					
Total, Programs		5,147	5,322	5,322	5,322

Priorities (2013-14)

- Develop and deliver equipment and operator programs for Phase 2 of the Nunavut Trades Training Centre.
Status: Completed development of Heavy Equipment Operator Programs for Phase 2. Delivery will commence in April 2014.

Priorities (2014-15)

- Continue capital planning to establish a Mine Training Centre/Kitikmeot Campus.
- Develop online math & science training material to assist apprentices to prepare for theory training.
- Seek accreditation for a Level 3 Apprenticeship Electrician program.
- Seek accreditation for an Oil Burner Mechanic trades qualification program.

Priorities (2015-16)

- Continue capital planning to establish an Equipment Training Centre in Rankin Inlet.

Priorities (2016-17)

- Continue capital planning to establish an Automotive and Heavy Equipment Training Centre in Rankin Inlet.
- Continue capital planning to establish a Mine Training Centre/Kitikmeot Campus.

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)	2013-14	2014-15	2015-16	2016-17
Nunavut Research Institute		914	915	915	915
Nunavut Research Institute is responsible for licensing all research projects, which fall under the <i>Scientist Act</i> . It also provides logistical support to researchers.					
Environment Technology		369	369	369	369
The Institute delivers the Environmental Technology Diploma in Iqaluit.					
Total, Base Programs		1,283	1,284	1,284	1,284

Third Party Contracts	345	220	220	220
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Funding supports activities for science education.

Total, Programs	1,628	1,504	1,504	1,504
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Priorities (2013-14)

- Undertake the development of College science agenda to focus applied research and development activities.
Status: The Nunavut Research Institute will work with the Sustainable Development Working Group to develop and coordinate a Science agenda that reflects the interests of the Government of Nunavut.
- Complete the certification of the Iqaluit water and soil laboratories and increase utilization of the mobile laboratories for applied research activities.
Status: Certification of the laboratories has been completed.

Priorities (2014-15)

- Nunavut Research institute will take a leadership with the Language and Culture Division to facilitate and obtain Social Sciences and Humanities Research Council accreditation and eligibility.
- Increasing Environmental-Analytical Services for Climate Change in Nunavut.

Priorities (2015-16)

- Build capacity in the College for employment opportunities with Canadian High Arctic Research Station and participate in applied research projects.
- Deliver Environmental Technology Program in Cambridge Bay.

Priorities (2016-17)

- Build capacity to enhance the use of the accredited water quality laboratory in Iqaluit to conduct water based research and monitoring activities.

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 their respective Deans, except for library services, which are managed by the Senior Academic Officer.

Objectives

- To enhance quality of student life and academic success by addressing the social, personal, recreation and accommodation needs of students.
- To bridge the gaps between students, staff, campus, and community resources.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
Kitikmeot Campus		473	473	473	473
Kitikmeot Campus has 20 student family housing units. It does not have daycare or housing for single students.					
Kivalliq Campus		611	781	781	781
Kivalliq Campus has 12 student family housing units and accommodations for 44 singles. It also has a daycare and limited recreation.					
Nunatta Campus		3,280	3,364	3,364	3,364
Nunatta Campus has a full suite of student services, including counseling services, single and family accommodations, daycare and recreation. The campus has 88 student family housing and accommodations for 60 single students.					
Total, Base Programs		4,364	4,618	4,618	4,618

Priorities (2013-14)

- Expand career learning centre services in other communities to promote student intake and assessment
Status: Expansion of these services has been achieved by working with the Recognition of Prior Learning staff.
- Implement the comprehensive student counseling and recreation strategy.
Status: The College needs to meet national standards and revise appropriate policies, procedures and services relating to student life. The enhancement of student services was dependent upon additional funding being available to provide additional student services.

Priorities (2014 – 15)

- Conceptualize and develop a health and wellness strategy for students.

Priorities (2015-16)

- Enhance Student Services mandate as part of implementing the student health and wellness strategy.

Priorities (2016-17)

- Provide students in regional campuses with language and culture based programs from Piqqusilirivvik.

Administration Services

Administration Services is composed of three offices: President's Office, Academic Affairs Office, and Business Services Office.

Objectives

- To provide strategic leadership and administrative management for the College.
- To satisfy the requirements of the Government of Nunavut and the Auditor General of Canada.
- To lead the achievement of academic excellence.
- To lead the strengthening of college systems and operations.

Programs	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
President's Office		638	638	638	638
The President's Office (Iqaluit) supports the Board of Governors and is responsible for the overall direction and management of the College. It includes the Public Affairs Officer (Arviat) who provides communication services and maintains www.arcticcollege.ca , and the Coordinator of Policy and Planning (Iqaluit) who manages policy development, business and capital planning processes.					
Academic Affairs Office		1,000	1,000	1,000	1,000
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, professional development, and library services. The Academic Affairs Office is managed by the Senior Academic Officer.					
Business Services Office		4,883	4,884	4,884	4,884
The Business Services Office (Arviat) is responsible for the delivery of finance, human resource, registrar, and information technology services. The Office also has staff in Cambridge Bay, Iqaluit, and Rankin Inlet. The Business Services Office is managed by the Senior Business Officer.					
Total, Base Programs		6,521	6,522	6,522	6,522
Total, Programs		6,521	6,522	6,522	6,522

Priorities (2013-14)

- Develop key performance indicators for quality assurance of the delivery of programs and services offered by the College.
Status: Outcomes based curriculum model has been implemented to increase measurability of student success indicator.
- Deliver a new University Studies Diploma.
Status: One course is delivered annually; three courses are in development for online delivery. New funding is required to proceed with further development.

Priorities (2014-15)

- Establish a working group to plan for transition to University College status.

Priorities (2015-16)

- Engage in a comprehensive baseline study of requirements leading to University College status.

Priorities (2016-2017)

- Revise Nunavut Arctic College to include authorities of an Academic Council

College	Budget (\$000)	2013-14	2014-15	2015-16	2016-17
College Total, Base Programs		35,864	36,192	36,105	36,105
College Total, Third Party		8,541	9,241	9,241	9,241
College Total, Programs		44,405	45,433	45,346	45,346

Branch	2013-14		2014-15		2015-16		2016-17	
	Main Estimates		Main Estimates		Planned		Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
HEADQUARTERS								
Compensation and Benefits	3,319	19.0	3,646	19.0	3,646	19.0	3,646	19.0
Grants and Contributions	-		-		-		-	
Other O&M	1,482		1,482		1,482		1,482	
Subtotal	4,801		5,128		5,128		5,128	
NUNAVUT RESEARCH INSTITUTE								
Compensation and Benefits	1,085	7.5	1,076	7.0	1,076	7.0	1,076	7.0
Grants and Contributions	-		-		-		-	
Other O&M	544		419		419		419	
Subtotal	1,629		1,495		1,495		1,495	
REGIONAL CAMPUSES								
Compensation and Benefits	24,353	178.1	24,885	185.6	24,885	185.6	24,885	185.6
Grants and Contributions	-		-		-		-	
Other O&M	13,622		13,925		13,838		13,838	
Subtotal	37,975		38,810		38,723		38,723	
TOTAL FUNDED	44,405	204.6	45,433	211.6	45,346	211.6	45,346	211.6
Less								
Non-GN Third Party Funding	4,266	4.0	4,358	10.0	4,358	10.0	4,358	10.0
Less								
Non-GN Non Base Funding	8,264		8,871		8,871		8,871	
TOTAL	31,875	200.6	32,204	201.6	32,117	201.6	32,117	201.6

Appendix I: Financial Summary

DISTRIBUTION OF OPERATION AND MAINTENANCE BUDGET – ALL SOURCES

	Headquarters (\$000)	Qikiqtaaluk (\$000)	Kivalliq (\$000)	Kitikmeot (\$000)	Total (\$000)
Compensation and Benefits	3,646	14,844	6,436	2,225	27,151
Grants and Contributions	-	-	-	-	-
Travel and Transportation	340	1,107	79	88	1,614
Materials and Supplies	47	984	175	66	1,272
Purchased Services	45	549	125	25	744
Utilities	20	147		8	175
Contract Services	481	2,773	419	83	3,756
Fees and Payments	474	734	12	10	1,230
Other Expenses	75	145	10	20	250
Total Operations and Maintenance	5,128	21,283	7,256	2,525	36,192
Third Party Funding	-	7,960	455	826	9,241
Total	5,128	29,243	7,711	3,351	45,433

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NUNAVUT BUSINESS
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CREDIT CORPORATION
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“Lender of Northern Opportunity”

BUSINESS PLAN

2014-2017

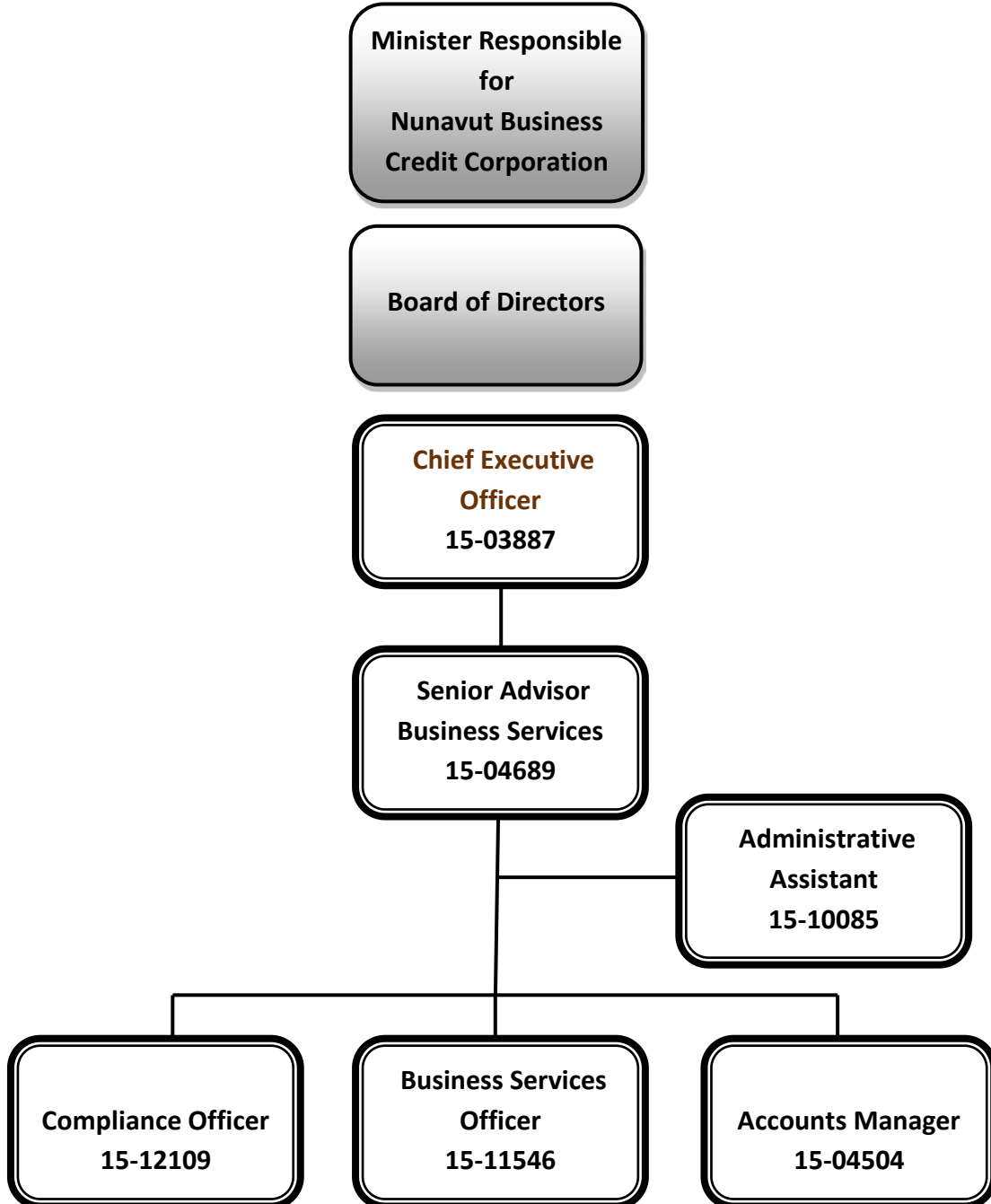


OUR VISION

NBCC is the Lender of Northern Opportunity

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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, the section specifically devoted to public agencies.

NBCC reports to the Legislative Assembly through the Minister responsible for the Nunavut Business Credit Corporation and its Board of Directors. The Board 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), 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 is run by a staff of five employees who report 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 including the Administrative Assistant, Business Services Officer, Compliance Officer and Accounts Manager. The Senior Advisor, Business Services also acts as Corporate Secretary.

OUR VISION

NBCC is the Lender of Northern Opportunity.

NBCC can move forward as the *"Lender of Northern Opportunity"* in Nunavut, creating value by building relationships, networks and knowledge which enable its clients to prosper. NBCC will actively promote the business success of its network of clients and organize its activities around this central objective.

To accomplish this vision, NBCC will work closely with its clients to improve their capabilities and their access to resources and opportunities. NBCC will build linkages within local business communities, with other agencies of economic development, and with other providers of public and private capital.

This vision of opportunity and success is based on fundamental values of viable, self-sufficient economic development in Nunavut as well as on sound principles of business management.



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 showcasing 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 a positive audit 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 to 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.

With the exception of an administrative assistant position, NBCC is now fully staffed. All of these efforts have led to a stronger organization capable of meeting its mandate to assist new and expanding businesses in Nunavut.



With the 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 sectors it is currently less involved in. 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 either 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 discuss how we can improve our services by visiting communities, attending tradeshow, and whenever possible by meeting our clients and prospective clients in person. Through these proactive efforts, NBCC's loan portfolio has grown significantly over the last year. NBCC must endeavour to broaden its reach across sectors and across the Territory, and make a concerted effort to negotiate new loans with existing and new cliental.

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 recent transformation and strive to be an organization which provides financial leadership to the community it serves, is responsive to its



With a strong foundation in place, NBCC was able to focus on establishing a diversified portfolio.

NBCC was able to successfully:

- ✓ Increase the loan portfolio
- ✓ Increase the types of sectors funded
- ✓ Meet all statutory requirements for our annual report
- ✓ 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 Government of Nunavut 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 Government of Nunavut. NBCC's borrowing limit is currently capped at \$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 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. Recently, the Baffin Business Development Corporation has increased its threshold to \$250,000.



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.

As NBCC cannot fulfill loan requests exceeding \$1 million, the Corporation refers such requests to the Business Development Bank of Canada (BDC). The BDC has an office in the Northwest Territories; however, there is no presence in Nunavut to directly provide service to cliental.

STATUS OF 2013-2014 PRIORITIES

1. **Consider results from the assessment to increase NBCC's thresholds and establish future direction for its service offerings.**

Status: The NBCC, in consultation with the Department of Economic Development and Transportation, has completed the assessment. The results will be considered in setting future direction for service offerings.

2. **Work with the GN and other lenders to obtain clarification and consistency in the meaning of "jobs created" and "community benefits obtained" for performance measurement reporting.**

Status: Discussions have taken place with other lenders, but to date there is no consistent meaning of "jobs created" and "community benefits obtained". We will continue to work with the GN and other agencies to harmonize the definition of these performance indicators.

3. **Develop in-house presentations and/or host workshops, webinars and conferences on business development and best practices for small to medium sized businesses.**

Status: The NBCC has developed presentations and hosted workshops at Nunavut Trade Show sessions, the Regional Community Economic Development Officer Conference in the Kivalliq, the Nunavut Economic Developers Association Annual Conference via webinar, the National Aboriginal Economic Development Board Meeting in Ottawa, and a Nunavut Construction Association event.

4. **Schedule regular site visits by partnering with other economic development agencies such as Community Futures, Chambers and other government departments to broaden NBCC's outreach to existing and potential clients.**

Status: The NBCC partnered with other organizations on site visits to broaden NBCC's outreach to existing and potential clients. During the year, NBCC visited with current and potential clients in two regions of Nunavut.

5. **Develop a new corporate logo.**

Status: To create better brand recognition for the corporation, a new logo was unveiled during the Nunavut Trade show in September 2013.

PRIORITIES FOR 2014-2015

1. Work with tourism businesses involved in showcasing what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.
2. Support economic growth through responsible development across all sectors by providing on-the-ground logistics and support services.
3. Continue to support community-based sustainable economies and will forge strategic partnerships and work together with other economic development organizations.
4. Formalize a relationship with the Kivalliq Business Development Centre.
5. Broaden reach across sectors and across the Territory, and make a concerted effort to negotiate new loans with existing and new cliental.
6. Assist in the development of the entrepreneurial sector, arts and crafts sector, tourism and the film sector while ensuring ongoing development in other sectors.
7. Explore options on how best to support an increase in private sector participation in those industries critical to macroeconomic growth.
8. Develop a user-friendly electronic loan application submission process.
9. Introduce a coordinated marketing campaign that includes the new logo unveiled in 2013/2014 and website design.
10. Consider options to enhance Board capacity, including increasing the number of Directors, as allowed under existing legislation, and by providing additional Board training.

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.
2. Support economic growth through responsible development across all sectors by providing on-the-ground logistics and support services.
3. Continue to support community-based sustainable economies, forge strategic partnerships, and work together with other economic development organizations.
4. Broaden reach across sectors and across the Territory, and make a concerted effort to negotiate new loans with existing and new clients.
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.
6. Explore options on how best to support an increase in private sector participation in those industries critical to macroeconomic growth.
7. Offer to lead the delivery of business-focused workshops at regional trade shows.
8. Build awareness of NBCC activities in each of the Nunavut communities by working with the hamlets and schools.
9. Develop a strategy to seek new business clients by determining sectors or priority areas that require additional targeting.
10. Create a series of practical guides for northern business.

PRIORITIES FOR 2016-2017

1. Work with tourism businesses involved in showcasing what Nunavut has to offer by supporting their marketing efforts across Canada and around the world.
2. Support economic growth through responsible development across all sectors by providing on-the-ground logistics and support services.
3. Continue to support community-based sustainable economies, forge strategic partnerships, and work together with other economic development organizations.
4. Broaden reach across sectors and across the Territory, and make a concerted effort to negotiate new loans with existing and new cliental.
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.
6. Explore options on how best to support an increase in private sector participation in those industries critical to macroeconomic growth.
7. Provide governance training for the Board of Directors.
8. Evaluate loan processing software to determine the best software to meet NBCC needs.
9. Undertake an in-depth 3-year review of policies and procedures.

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The Purpose

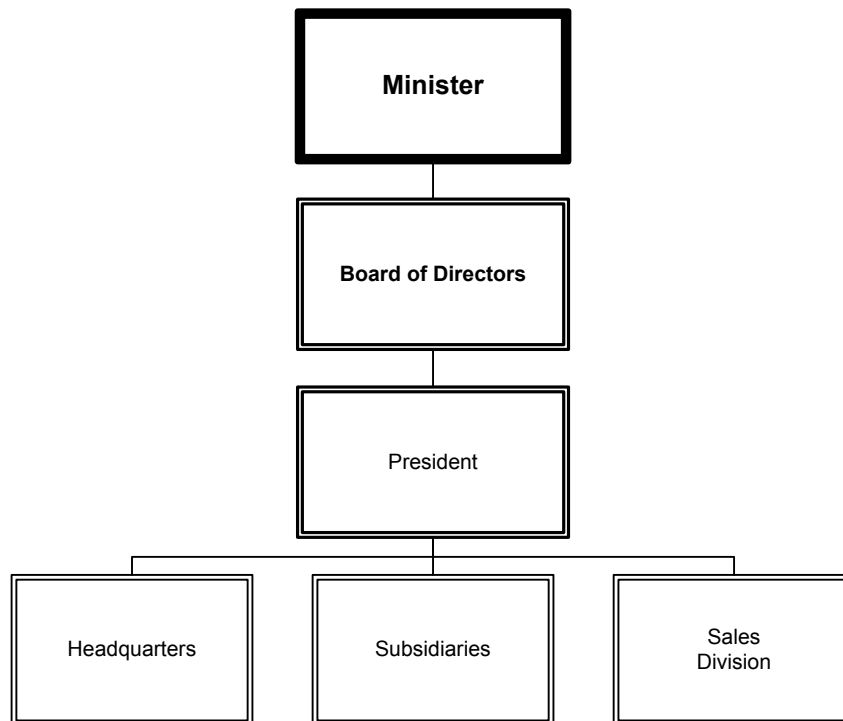
The Nunavut Development Corporation (the “Corporation” or “NDC”) is a Territorial Corporation of the Government of Nunavut (the “Government”) named in Schedule B of the *Financial Administration Act* (“FAA”), and operates in accordance with Part IX of the FAA, the *Nunavut Development Corporation Act* (the “Act”) and the *Business Corporations Act*.

Section 25 of the 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.”*

Accounting Structure



Sivumut Abluqta

We are Nunavummiut working together to create jobs, grow business and provide income-earning opportunities for fellow Nunavummiut. We prioritize investment and economic opportunities in Nunavut's arts, fishery, harvesting and tourism sectors with an emphasis on Nunavut's smaller communities. We believe that Nunavummiut are resourceful and innovative. We seek out community-based solutions that help grow local economies. Our initiatives promote self-sufficiency and self-reliance among our residents. In assessing our investments, we seek to not only advance business growth and income earning opportunities of the recipient but also ensure that the goods and services offered by these entrepreneurs benefit and support our local and territorial economies.

Operations

The Corporation is currently invested in nine Nunavut subsidiary companies spread throughout the Kitikmeot, Kivalliq and Qikiqtani Regions operating primarily in Nunavut's commercial harvesting (fishery, caribou & muskox), cultural industries, and food processing sectors. The Corporation also operates an International Inuit art marketing division. NDC manages a Venture Equity fund which makes equity investments in qualifying Nunavut businesses operating in the target economic sectors of Commercial Harvesting (the Fishery), Cultural Industries and Tourism with an emphasis on placing investments which support Nunavut's smaller communities.

Critical Issues and Challenges

- *High Operating Costs*
NDC will continue to incur high operational expenses stemming from transportation and utility costs. These overheads will continue to challenge NDC to seek more efficient operating strategies and to incorporate energy saving technology. NDC will continue to work closely with its subsidiaries to seek out operating efficiencies that will both reduce operating costs and improve financial performance.
- *Aging Infrastructure*
Many of the facilities that NDC and its subsidiary companies operate out of were constructed over 20 years ago and now require investment to finance building upgrades and renovations such as new fuel tanks, window and door replacement, exterior painting and in some cases engineering/architectural assessments to address 'wear and tear' and energy efficiency issues.
- *Changes in the Arts Market*
Over the last two-years, the demand for Nunavut Inuit art from galleries and collectors in southern Canada and in Europe has become more difficult. Changing economic factors (high Canadian dollar), consumer preferences (higher quality), client demographics (aging target market) and external factors (airline baggage restrictions) are placing downward pressure on the sector.
- *Succession Planning*

The small corporate staffing compliment makes succession planning challenging given the Corporation has limited finances to support additional senior management positions. Further the inability to secure staff housing for senior HQ staff and subsidiary general managers further exacerbates this process and makes it especially challenging to attract suitable candidates and fill vacancies.

Corporate Objectives & Strategic Approaches

1. Foster Partnerships

The Nunavut Development Corporation is a small organization. In order to be effective the Corporation must continue to seek out partnerships in all Nunavut regions to advance the core objectives of:

- creating employment and income opportunities;
- stimulating the growth of business; and
- promoting economic diversification and stability

The Corporation will be a catalyst for the formation of partnerships in the following target economic sectors:

- Commercial Harvesting
 - Partnering with HTOs and directly with Nunavut harvesters to purchase their commercial harvest of char, caribou, muskox and possibly other allowable species.
 - Partnering with Nunavut retailers to help ensure commercial country food product produced at NDC's processing plants is available throughout Nunavut.
 - Partnering with other Nunavut agencies and the Government to support new investment in Nunavut's fishing sector.
 - NDC will continue to work with Territorial, Federal and local organizations to assess the legalities and viability of processing maktaaq at its production facilities.
 - Encourage regulators to establish commercial quotas for marine species where presently there is none.
- Cultural Industries
 - Partnering and sourcing art from organizations, artists and producers across Nunavut for resale in our subsidiaries, Sales Division and online.
 - Partnering with Northern retailers, galleries, communities and individuals to advance a strong pan-northern trade in art, craft, jewelry, prints and other produced goods.
 - Partnering with other Nunavut agencies and the Government to support new investment in Nunavut's cultural industries.

- Tourism
 - Partnering with agencies like Nunavut Tourism and the Nunavut Arts and Crafts Associations to promote Nunavut and its people.
 - Partnering (in communities where we maintain a subsidiary company presence) with local tourism coordinators to ensure all of our organizations are open and assessable to visitors, including during “off” hours if necessary.
 - Partnering with other Nunavut agencies and the Government to support new investment in Nunavut’s Tourism sector.

2. Utilize Hub and Spoke Approach to Meat and Fish Processing

The Corporation will continue to advance a hub and spoke approach supporting the purchasing, processing, and distribution of commercially harvested country food items in Nunavut.

The Corporation’s processing plants will continue to seek partnerships across Nunavut in order to both generate income earning opportunities for commercial harvesters (fishermen and hunters) as well further developing char, caribou and muskox supply chains. Environmental sustainability is essential and all harvesting initiatives take place within the allowable commercial harvesting limits as established by the respective regulatory body. The overall approach of the hub and spoke model supports three key strategic objectives:

- Advancing income earning opportunities for Nunavut’s commercial fishers and harvesters;
- Creating employment and building production efficiencies at Kitikmeot Foods, (Cambridge Bay) Kivalliq Arctic Foods (Rankin Inlet) and Pangnirtung Fisheries;
- Enabling access to a safe and high quality supply of country food for residents of Nunavut

Partnerships with communities, hunter and trapper organizations, individual hunters, Nutrition North Canada, commercial airlines, the Department of Environment, and the Department of Economic Development are important pillars supporting the hub and spoke model.

3. Venture Investment Fund – Commercial Harvesting, Cultural Industries and Tourism

Attained through ongoing involvement with the subsidiary company portfolio the Corporation has become familiar with many of the technical, financial, and business aspects that impact Nunavut’s Commercial Harvesting (Fishery), Cultural Industries and Tourism economic sectors. Although start up and expansion capital is limited these sectors offer opportunity for sustained growth, profitability, and yield the potential for strong employment returns. NDC’s Venture Investment Fund is small in comparison to other pools of debt and equity capital held by other agencies but the equity driven nature of the fund can be an import catalyst in helping to lever larger

financing commitments from other investors in potential projects. The Corporation will seek to place \$500,000 in new equity investments in private businesses operating in the targeted economic sectors.

4. The NDC Sales Division

The Sales Division will place more emphasis on promoting subsidiary produced product from Taluq Designs (Taloyoak), Kiluk (Arviat), Ivalu (Rankin Inlet), Jessie Oonark Center (Baker Lake) and Uqqurmiut Arts and Crafts (Pangnirtung) and will incorporate a direct shipping framework from the subsidiary direct to the client.

The Sales Division will also continue to foster partnerships in Nunavut communities where we do not maintain a subsidiary presence in order to advance income earning opportunities and additional selling options for Nunavut artists working in our Cultural Industries sector in communities such as Iqaluit, Cape Dorset, Hall Beach, Sanikiluaq, Gjoa Haven and Repulse Bay.

NDC will continue to advance a three-part marketing approach:

- Nunavut / Northern marketing - NDC, its subsidiary companies along with our other retail partners will work to further ensure that Nunavut produced craft items will be placed for resale in Nunavut communities and target northern centers as this market, although small, remains vibrant
- North American & International - NDC working through the Sales Division will continue to promote Inuit sculpture and other Nunavut produced craft items to both new and existing galleries, retailers and collectors. A renewed emphasis will be placed on promoting goods produced at our Nunavut subsidiaries utilizing a direct shipping model that will see goods purchased at the Sales Division shipped directly from the subsidiary to the client.
- Online Sales - NDC will work to build online sales utilizing Ivalu Online (“The Nunavut Store”) ensuring it is both current, updated and provides a broad range of Nunavut produced items for resale.

5. Reporting to Nunavummiut

NDC will seek to further additional corporate dialogue with the Minister responsible for the Corporation and officials at ED&T to keep them informed on NDC’s job creation and investment initiatives while at the same time ensure NDC is working in alignment with the overall direction of the Government. In so doing the Minister will be better able to communicate the activities of the Corporation to other members of the Legislature.

The Corporation will ensure its Business Plan is available for tabling in the Legislature at the same time as the GN’s Business Plan is tabled. The Corporation will also provide comprehensive reports on its procurement, contracting, and leasing activity for tabling in the Legislative Assembly. NDC will also continue to ensure its business planning and approval process aligns closely to that of the government

allowing for timely tabling. As well, NDC will ensure formal responses to letters of expectation, letters of instruction, and Ministerial directives are provided for tabling in the Legislature.

Working closely with the Department of Finance, the Corporation will present quarterly variance reports and expense projections for both operations and capital items. Audit schedules and working papers required for the preparation of the consolidated public accounts will also be forwarded as requested. Finally, management letters issued by the Corporation's auditors will also be provided to the Department.

The Corporation will work to continue to be a timely reporter of financial information especially ensuring its Annual Report to the Legislative Assembly is available within the statutory limits provided for in the Act. NDC will also use its website as a tool to make available to the Nunavut public both financial and operational information.

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 Financial Management Board.

Presently the Corporation has nine operating subsidiary companies located in six Nunavut Communities maintaining the equivalent of 100 full-time positions, a summary of their operations follows:

Ivalu Ltd – Rankin Inlet

Ivalu will carry a growing line of Nunavut produced goods ranging from knitted qiviut, prints, drawing, sculpture, sealskin garments and jewelry. The company will also carry sewing supplies, and other craft items to support local producers. Ivalu Online will operate through this company and will promote a wide variety of Nunavut produced art and craft items. The company will also serve as a distribution point to support other Nunavut and Northern retailers and will sell / ship direct to any client for Ivalu product sold through the Sales Division.

Jessie Oonark – Baker Lake

The company will pursue leasing opportunities with local small business and agencies to make maximum revenue use of the facility. JOL will continue to build its retail product line offered through its retail store ensuring a steady and wide selection of subsidiary product, country food, books and local arts and crafts are available. The company will offer local embroidery services to clients in Baker Lake with the addition of an embroidery machine. Partnerships are important for JOL in order to generate additional revenue for the facility and ensure maximum facility usage. JOL will work to build existing goods and service partnerships with

AEM, the hamlet, schools, visitor's center and other local groups in the delivery of programs through JOL. Cost control is critical at JOL; the center is expensive to operate – every step must be taken to ensure measures are in place to efficiently manage utility usage and control staffing costs. Proper margins must be maintained on all items purchased for resale and administrative costs must be carefully managed. The company will also sell / ship direct to any client who purchases JOL product through the Sales Division.

Kiluk – Arviat

Kiluk will advance its sealskin product offerings by developing new products such as bowties, a new line of mitts and head-ware. New to the product-line will be full embroidery capacity; the company will be able to customize produced items with corporate logos and other digitized designs. Fur sewing training is essential for this company to move forward so Kiluk will partner with agencies such as NAC, NACA and KPID. Kiluk will work to train a new line of local fur sewers to replace the older seamstresses, many of whom are looking to retire in the near future. Kiluk Ltd will also work in partnership with Agnico-Eagle Mines to undertake their commercial tailoring, sewing repair and embroidery requirements. Kiluk will continue to partner closely with the Maplelea Doll Company of Canada and the company will sell / ship direct to any client who purchases Kiluk product through the Sales Division.

Kitikmeot Foods – Cambridge Bay

Kitikmeot Foods (KFL) will work with fishermen to harvest commercial char from rivers and lakes in the Cambridge Bay area. Under the hub and spoke model supporting commercial harvesting in Nunavut the company will work with other Kitikmeot communities to supply arctic char to the facility while also building stronger sales and distribution links back into the communities and throughout Nunavut. The company will build local selling opportunities both with retail partners and directly from the plant. The company is Nutrition North Canada registered and applies the subsidy to inter-Nunavut sales. Muskox harvesting is a priority for the company, however herd sustainability and proximity of the herd to the community must both be conducive to supporting a commercial harvest. KFL will also work to support regional social agencies and community organizations in the Kitikmeot to assist getting safe country food to these groups.

Kivalliq Arctic Foods – Rankin Inlet

Kivalliq Arctic Foods (KAF) will to work with fishermen to harvest commercial char quota from both Kivalliq Region and communities located throughout Nunavut. Under the hub and spoke model, supporting commercial harvesting in the Territory, the company will continue to work with communities from across Nunavut to supply arctic char to the plant while also working to build stronger sales and distribution links within Nunavut. The company will streamline its product line and produce products specifically sought by Nunavut consumers. Using the Class 5 Nutrition North Canada food subsidy the company will also continue to develop innovative product approaches building on the success of the popular “Country

Food Packs”. The company will undertake a regional caribou harvest purchasing caribou from hunters in Arviat, Whale Cove, Chesterfield Inlet and Rankin Inlet for resale and distribution within Nunavut. KAF will also work to support regional social agencies and community organizations in the Kivalliq to assist getting safe country food to these groups.

Pangnirtung Fisheries - Pangnirtung

Pangnirtung Fisheries (PFL) will support and invest in the development of the Cumberland Sound inshore summer and winter turbot fishery. The employment and economic returns associated with the local turbot fishery is anticipated to grow especially with the recent completion of Pangnirtung’s small craft harbor, ongoing fisheries research and increased investment in suitable, locally owned vessels. Arctic char will continue to be purchased from fishermen in both the summer and winter seasons and marketed back to Nunavummiut.

PFL will continue to work closely with Cumberland Sound Fisheries under the Partnership Agreement to develop a broad range of fishery related opportunities of benefit to Pangnirtung and the Nunavut fishery as a whole. PFL is a registered food processor and distributor under Nutrition North’s food subsidy program.

The transfer of NDC’s controlling interest in PFL to its joint venture partner CSFL remains an important objective. Divestment of NDC’s controlling interest in PFL to CSFL is highlighted as a goal in the Partnership’s current Governance, Business, Benefits and Stewardship Plan as submitted to the NWMB Fisheries Allocation Committee. NDC recognizes that this objective is annually identified in the Corporate Plan. NDC continues to elevate this objective CSFL and the Corporation has done significant work in establishing the necessary processes and approval framework that will be required to support this initiative. For matters concerning fishery allocations and business in general CSFL and PFL operate as a single entity under the “CSFL and PFL Partnership” heading and the PFL board reflects a mix of NDC and CSFL appointees.

Papiruaq Fisheries – Whale Cove

The Whale Cove facility will open in July and August supporting a local summer char fishery. Although primarily fished by Whale Cove fishermen, harvesters from Arviat and Rankin Inlet occasionally deliver fish to the facility as well; Papiruaq anticipates seasonal landings of 7,000 pounds. In order to maintain efficiencies Kivalliq Arctic Foods will continue to administer plant operations and will take all fish into inventory for further processing and marketing. Papiruaq Fisheries, the Issatik HTO and Kivalliq Arctic Foods will continue to discuss and assess other possible harvesting and processing options for the facility including assessing the possibility of maktaaq processing. .

Taluq Designs – Taloyoak

Taluq Designs will work to advance NDC's Northern Product Placement Strategy and seek additional retail partnerships in important northern retail markets such as Iqaluit and Yellowknife. The company will also continue generating local income by having seamstresses produce amautiks and hats to support the company's commercial partnership with the Maplelea Doll Company. Taluq is also planning to develop a new line of embroidered duffel socks and long mitts. The company will also work with artists and in particular jewelry makers, in both Taloyoak and Kugaaruk to purchase their goods and redistribute across the Territory.

Uqqurmiut Arts & Crafts – Pangnirtung

Uqqurmiut Arts & Crafts (UAC), the only commercial tapestry studio in Canada and one of only four (that we are aware of) operating in the world, is targeting enhanced revenue growth and job training in the tapestry studio. The company will establish partnerships with funders and experienced artists in an attempt to elevate interest among younger residents in the tapestry making craft. The company will also look to incorporate an apprenticeship approach to facilitate a knowledge transfer between experienced weavers and their younger apprentices. For Annual Print collections going forward, clients have indicated they are seeking techniques other than stenciling. Potential clients are seeking techniques such as lithography, linocut and dry-point etching readily utilizing current resources on-hand. Awareness of the artists of Pangnirtung and the activities of the center itself remain low on the territorial, national and international stage. UAC will reinvest in its website in 2014-15 to have it better promote Pangnirtung's artists and the tapestries, prints, jewelry and sculpture that is produced there. Dedicated staff to provide social media updates need to be identified and trained in this area. Jewelry purchasing at UAC is anticipated to increase to accommodate growing demand from across Nunavut and UAC will continue to advance new product development initiatives. Jewelry, woven, and sewn items from UAC are very popular across Nunavut and the North with residents and visitors alike.

Measures of Success Efficiency, Economy and Effectiveness

Financial Reporting	*2014-15	* 2013-14	2012-13	2011-12
Date of board approval - audited financial statements	July 31	July 31	Aug 09	Aug 10
Compliant - Sec100 FAA Submission of Annual Report	Yes	Yes	Yes	Yes
Audit Qualifications	None	None	None	None

* identifies forecasted estimate

Jobs created or maintained	*2014-15 Forecast	*2013-14 Forecast	2012-13 Actual	2011-12 Actual
Ivalu	2.00	2.00	2.14	2.12
Jessie Oonark	6.00	6.00	6.93	8.96
Kiluk	4.50	4.50	4.59	5.85
Kitikmeot Foods	10.00	10.00	10.41	11.20
Kivalliq Arctic Foods	12.00	12.00	12.49	12.82
Pangnirtung Fisheries	42.00	42.00	42.71	35.42
Taluq Designs	2.50	2.50	3.07	3.03
Uqqurmiut Arts & Crafts	9.00	9.00	9.10	12.15
Venture Investments	20.00	20.00	15.03	9.78
NDC	15.00	**12.00	24.50	31.50
Total	123.00	120.00	130.97	132.83

* identifies forecasted estimate

**reflects a reduction in measured jobs at the Sales Division in Mississauga as a result of art market downturn

Diversifying Investments	*2014-15 (\$000)	*2013-14 (\$000)	2012-13 (\$000)	2011-12 (\$000)
Forecasted new venture investments	500	500	300	-

* identifies forecasted estimate

Government Funding	*2014-15 (\$000)	2013-14 (\$000)	2012-13 (\$000)	2011-12 (\$000)
Government of Nunavut	3,358	3,358	3,188	3,188

* identifies forecasted estimate

Financial Performance	*2014-15 (\$000)	*2013-14 (\$000)	2012-13 (\$000)	2011-12 (\$000)
Net sales	5,775	5,270	6,056	7,422
Profit (loss)	(170)	(88)	(436)	(36)

* identifies forecasted estimate

Fund Summary

Section 16(1) of the Act requires the Corporation to establish a Subsidy Fund, 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

Is the maximum amount payable each year from either the Subsidy Fund, Capital Fund, Capital Reserve Fund, Venture Investment Fund and Venture Reserve Fund for each job created or maintained in a subsidiary, project or business enterprise.

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 2014-15	Prescribed Maximum \$37,997	Operating Subsidy Budgets 2014-15	Within Prescribed Maximum
Ivalu	2.00	\$ 75,994	-	Yes
Jessie Oonark	6.00	\$227,982	\$170,000	Yes
Kiluk	4.50	\$170,986	\$140,000	Yes
Kitikmeot Foods	10.00	\$379,970	\$330,000	Yes
Kivalliq Arctic Foods	12.00	\$455,964	\$160,000	Yes
Pangnirtung Fisheries	42.00	\$1,595,874	\$100,000	Yes
Taluq Designs	2.50	\$ 94,992	\$90,000	Yes
Uqqurmiut Arts & Crafts	9.00	\$341,973	\$237,500	Yes

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 2014-15	Prescribed Maximum \$37,997	Capital Subsidy Budgets 2014-15	Within Prescribed Maximum
Ivalu	2.00	\$ 75,994	\$ 10,000	Yes
Jessie Oonark	6.00	\$227,982	\$20,000	Yes
Kiluk	4.50	\$170,986	\$30,000	Yes
Kitikmeot Foods	10.00	\$379,970	\$45,000	Yes
Kivalliq Arctic Foods	12.00	\$455,964	-	Yes
Pangnirtung Fisheries	42.00	\$1,595,874	-	Yes
Taluq Designs	2.50	\$ 94,992	-	Yes
Uqqurmiut Arts & Crafts	9.00	\$341,973	\$45,000	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 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 Funds —Three-Year Forecast
(\$000)

	Budget 2016/17	Budget 2015/16	Budget 2014/15	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	170	170	170	510
Kiluk	140	140	140	420
Kitikmeot Foods	330	330	330	990
Kivalliq Arctic Foods	160	160	160	480
Pangnirtung Fisheries	100	100	100	300
Taluq	90	90	90	270
Uqqurmiut Arts & Crafts	237.50	237.50	237.50	712.50
Subsidiary Operations	1,227.50	1,227.50	1,227.50	3,682.50
Headquarters	1,455	1,455	1,455	4,365
Sales Division	100	100	100	300
Total Operational Use of Funds	2,782.50	2,782.50	2,782.50	8,347.50
Capital Expenditures	190	230	160	580
Venture Equity	385.50	345.5	415.50	1,146.50
Total Use of Cash	3,358	3,358	3,358	10,074
Closing Balance	0	0	0	0

Main Estimates - Operating Budget - Vote 1

	Operating Budget 2016/17	Operating Budget 2015/16	Operating Budget 2014/15	Revised Operating Budget 201 3/14	Operating Budget 2013/14	Actual Expenditures 2012/13
Compensation & Benefits	883,000	879,000	853,500	838,500	835,500	815,608
Grant & Contributions	1,327,500	1,327,500	1,327,500	1,295,000	1,295,000	1,260,138
Travel & Transportation	275,000	275,000	260,000	245,000	245,000	194,723
Materials & Supplies	20,000	20,000	15,000	15,000	15,000	9,247
Purchases Services	168,000	150,000	177,000	176,000	178,000	113,551
Utilities	24,000	24,000	23,500	21,500	21,500	19,766
Contract Services	100,000	100,000	100,000	100,000	100,000	67,265
Fees & Payments	7,000	7,000	7,000	6,000	6,000	7,720
Other Expenses	-	-	19,000	53,000	54,000	-
Total Operations & Maintenance	2,782,500	2,782,500	2,782,500	2,750,000	2,750,000	2,488,018
Capital Expenditures	190,000	230,000	160,000	260,000	260,000	310,000
Venture Equity	385,500	345,500	415,500	348,000	348,000	323,000
Total Expenditures	3,358,000	3,358,000	3,358,000	3,358,000	3,358,000	3,121,018

Priorities and Objectives

Priorities and Objectives 2013-14

- 1. Pursue strategic partnerships in sectors such as arts & crafts, business development, food production, fur and fashion, sealing, tourism and the traditional economy.**

NDC continues to advance its partnership with Agnico-Eagle Mines supporting operations at Kiluk (Arviat), Kivalliq Arctic Foods (Rankin Inlet), and the Jessie Oonark Center in Baker Lake. The Cumberland Sound Fishery and Pangnirtung Fishery Partnership continues to evolve as they work to solidify their place among Nunavut's key fishery stakeholders. The Corporation is an active partner on the Nunavut Food Security Coalition and is a working member of the Commercialization of Country Food working group. The Corporation is working to solidify a partnership with either the Northwest Company or Arctic Coops (or both) that will more formally advance the distribution of country food throughout Nunavut.

- 2. Place all food production, whether char, muskox or caribou, back into Nunavut.**

The Corporation, through its plants continues to advance this core object whether selling directly from its processing plants or through retail partners in the community. As set out above, key to advancing this objective to the next level is putting in place a distribution agreement with a northern retailer that will commit to having all of NDC's products in its retail outlets.

- 3. Place investments totaling \$500,000 with qualifying business enterprises operating in Nunavut's commercial fishing and tourism sectors.**

Since April, the Corporation has fully reviewed two equity investment proposals valued at \$725,000. The Corporation also anticipates that there is potential for an additional \$2 million in investment proposals in the coming months. To date the Corporation has approved a \$475,000 equity investment proposal for a new hotel development in Clyde River.

- 4. Continue to develop the country food hub and spoke model supporting sustainable commercial harvesting and complete distribution of finished products within Nunavut.**

NDC through its plants continues to advance this important aspect of its commercial harvesting and food-processing program. The model involves drawing in commercial country food to the regional processing plants from all communities in Nunavut, processing the product in a safe environment and then placing the product back into all Nunavut communities working with distribution partners such as Arctic Co-ops and the Northwest Company. The Corporation is aware that the cost of many of its products is out of reach for many Inuit but is working with its plants to develop a simpler processing approach and that should help bring down costs.

5. **Develop an improved public relations strategy.**

The Corporation produced a Public Relations strategy with the NDC Board at its May 2013 meeting in Pangnirtung.

The key item of discussion focused on better messaging more clearly identifying the Corporation's target sectors and legislated objectives. The Corporation changed its longstanding advertising agency and is now working with a Nunavut based organization with offices in Rankin and Iqaluit; this has aided on the communication front significantly. The Corporation has also made significant use of the Nunavut press in terms of promoting our economic development efforts including positive stories focusing on the Igloolik & KAF partnership, the Cambridge Bay Char Fishery and the Whale Cove summer fishery.

6. **Critically assess the performance of any existing subsidiary company from a cost per job creation position and take corrective action necessary for those companies deemed ineffective according the Corporation's own investment guidelines.**

Steps were taken at both Taluq Designs and the Jessie Oonark Center in the past 12-months to reduce costs. JOL has also taken to raising additional revenue through the leasing of facility space and is presently leasing surplus space to a small local business, Elections Nunavut, the Pularvik Friendship Center and a local jewelry producer; additional leasing options are being pursued by JOL.

7. **Pursue divestment of NDC majority ownership at Pangnirtung Fisheries.**

The NWMB – Fisheries Allocation Committee (NWMB FAC) and the quota allocation process has forced CSFL and PFL to work very closely as the current allocation of 1,750 metric tonnes of turbot quota is allocated jointly to the CSFL and PFL Partnership. In order to align the efforts of both CSFL and PFL a joint Chairperson was appointed to both boards. Further, the CSFL and PFL Partnership identify the transfer of NDC's controlling interest to its joint venture partner CSFL as a priority in its 2013 submission to the NWMB FAC. The Partnership has indicated that additional turbot quota, on top of the 2013 allocation of 1,750 metric tonnes, would likely be required to move this initiative forward. It is possible that additional quota will be secured in the coming months with an expected 1,500 metric tonne quota increase for the Territory of which the Partnership is hope to secure a portion.

Priorities and Objectives 2014-15

1. Place investments totaling \$500,000 with qualifying business enterprises operating in Nunavut's Commercial Harvesting, Cultural Industries and Tourism Sectors that help create employment and income opportunities, stimulate the growth of business and promote economic diversification
2. Continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut.

Explore other possible harvesting and processing options for traditional food products such as maktaaq and underutilized fish species.

3. Continue to seek out new business opportunities and production efficiencies that will improve the financial performance of the subsidiary companies portfolio.
4. Adapt the Corporation's overall arts & crafts marketing approach to help ensure complementary alignment of the Corporation's Nunavut (Northern), Southern and Online marketing approach.
5. Build linkages with Nunavut communities and organizations to draw in art and craft items for distribution through the subsidiary companies and to a broader audience through the Sales Division.
6. Transfer NDCs controlling equity interest in Pangnirtung Fisheries to its Joint Venture Partner Cumberland Sound Fisheries.
7. Implement the Corporation's communication strategy.

Priorities and Objectives 2015-16

1. Place investments totaling \$500,000 with qualifying business enterprises operating in Nunavut's Commercial Harvesting (the Fishery), Cultural Industries and Tourism Sectors that help create employment and income opportunities, stimulate the growth of business and promote economic diversification
2. Continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut. Explore other possible harvesting and processing options for traditional food products such as maktaaq and underutilized fish species.
3. Continue to seek out new business opportunities and production efficiencies that will improve the financial performance of the subsidiary companies portfolio.
4. Adapt the Corporation's overall arts & crafts marketing approach to help ensure complementary alignment of the Corporation's Nunavut (Northern), Southern and Online marketing approach.
5. Build linkages with Nunavut communities and organizations to draw in art and craft items for distribution through the subsidiary companies and to a broader audience through the Sales Division.

Priorities and Objectives 2016-17

1. Place investments totaling \$500,000 with qualifying business enterprises operating in Nunavut's Commercial Harvesting (the Fishery), Cultural Industries and Tourism Sectors that help create employment and income opportunities, stimulate the growth of business and promote economic diversification.
2. Continue to advance the hub and spoke model supporting the sustainable commercial harvesting and distribution of finished country food products within Nunavut. Explore other possible harvesting and processing options for traditional food products such as maktaaq and underutilized fish species.
3. Continue to seek out new business opportunities and production efficiencies that will improve the financial performance of the subsidiary companies portfolio.
4. Adapt the Corporation's overall arts & crafts marketing approach to help ensure complementary alignment of the Corporation's Nunavut (Northern), Southern and Online marketing approach.
5. Build linkages with Nunavut communities and organizations to draw in art and craft items for distribution through the subsidiary companies and to a broader audience through the Sales Division.

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Business Plan
Government of Nunavut
& Territorial Corporations

2014-2017