



**Department of
Community
Government and
Transportation**

**Business
Plan**

2003-2004

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INTRODUCTION

The Department of Community Government and Transportation (CG&T) is primarily responsible for programs and services that support the delivery of municipal services to Nunavut's communities, the management of roads, and the infrastructure that supports air and shipping services within the territory.

CG&T is committed to community empowerment. The Department provides training and development, program delivery, and funding to enhance each community's capacity to effectively deliver municipal services. CG&T is also responsible for community recreation programs, territorial sport activities and consumer affairs services.

The Department maintains and enhances the territory's existing transportation infrastructure. It is actively pursuing a more efficient multi-modal (air, road and marine) system.

CG&T also provides emergency management services. The Department is responsible for the Fire Marshall's Office, search and rescue services, emergency preparedness and its associated training initiatives. The Department is also responsible for emergency preparedness co-ordination, the response to territorial emergencies, and for fire fighter training.

Our Mission

To work in partnership with municipal governments and the transportation sector to enhance social and economic opportunities in self-governing, sustaining communities.

Our Vision

Healthy communities thriving physically, socially, economically and culturally, in the spirit of Inuuqatigiinniq; and an accessible, inter-connected transportation system supporting strong, self-reliant communities.

Our Principles and Values

CG&T has adopted a set of principles and values that flow naturally from the ones set out in the Bathurst Mandate. CGT believes that:

- Inuit Qaujimagatuqangit (IQ) is the context in which we develop an open and responsive department, incorporating traditional activities and values in our programs and services.

- Partnerships with community governments and stakeholders are the basis to developing cooperative, working relationships.
- Training and learning promotes healthy, self-governing, sustaining communities.
- Capacity building in communities strengthens Nunavut and allows for increased self-reliance and community empowerment.
- An accessible transportation system, providing improved access to and from all communities, supports the growth of self-sufficient communities.

ENVIRONMENTAL SCAN

The Department of Community Government and Transportation monitors trends, patterns, and issues to ensure that programs and services are responsive, efficient, and effective. The major trends and patterns that will impact the work of the Department in the next five years are described here.

Financial Resources

Expectations and needs for services and programs in Nunavut remain high; the high level of needs and expectations of the Public challenge the Nunavut Government's limited financial resources. At times, funding levels from Federal Government Programs do not meet the needs and expectations of Nunavut. For example, the current Federal Infrastructure Program was initially allocated solely on a per capita basis, which was unrealistic, given the higher costs of living, construction and the unique geography of Nunavut. In addition, the Government of Canada has capped the Strategic Infrastructure Fund (SIF) for the northern territories and it will not meet the needs for economic development.

Rapid population growth and the large number of youth, particularly in the 0-15 year age group, offers both challenges and opportunities for Government of Nunavut Programs, community governments and transportation systems.

Employment, Housing and Communications

Attracting and retaining Inuit and experienced personnel to the Nunavut Government is an ongoing challenge for capacity and decentralization efforts. Insufficient staff housing is a contributing and limiting factor slowing the development of a department functioning at full capacity.

Limited community access to the Internet and linked municipal networks offers challenges when programs and services are communicated and delivered to communities via Internet; access to the Internet does not yet meet the increasing demand.

Geography and Climate

High transportation costs exist due to various factors such as rising fuel costs, relatively small client base and demand, significant geographic distances from supply centers, regulatory requirements, and severe climate and seasonal changes. Climate changes will lead to new challenges for Northern transportation and infrastructure design, planning and construction.

CRITICAL ISSUES

The Department faces several critical issues with associated challenges and opportunities that impact on the accomplishment of its mandate, including:

- High transportation costs.
- Government revenue does not meet population-driven demands.
- Economic growth does not meet the need for new jobs.
- Government decentralization is increasing demand on municipal and transportation services.
- The low level of basic infrastructure at the community level places a strain on CG&T's capital budget for communities.
- The maintenance of existing systems and services.

CORE BUSINESS

CG&T has six main areas of responsibility. The following responsibilities form the foundation upon which we deliver programs and services to communities:

- Community Government
- Municipal Transfer Payments
- Sports and Recreation
- Transportation Services
- Nunavut Emergency Management
- Advisory and Administrative Services

Community Government

Capital Programs supports community governments with the complete lifecycle management of municipal infrastructure. This includes capital funding allocations; monitoring for compliance with relevant public health, safety and environmental protection standards and regulations during the design, construction, operation and maintenance of all municipal infrastructure.

Community Development develops communities' capacity through partnerships and training programs for elected officials and municipal staff. It monitors and evaluates community operations and is responsible for consumer services and gaming throughout Nunavut. Community Development also assists communities with program and service delivery through monitoring and evaluation. It is in charge of consumer protection through public awareness and information campaigns, and the licensing of lotteries and businesses.

Finally, Planning and Lands is responsible for Commissioner's Land administration in accord with the Nunavut Land Claims Agreement, providing and monitoring community planning activities and providing property assessment services for all lands within Nunavut.

Programs	Main Estimates (\$000)	2002-03	2003-04
Community Development		2,645	3,200
This program is responsible for developing and assisting community development initiatives for municipalities.			
Municipal Training Grant		0	200
To facilitate the development and provide delivery of Municipal Training Initiatives in Nunavut.			

Community Development Fund	1,622	1,622
This funding program supports community based capacity development in program management and delivery, self-monitoring and self-evaluation through training and development initiatives.		
Capital Programs	523	822
This funding program is responsible for the development of the departmental five-year capital plan, an essential component in fulfilling lifecycle management requirements for municipal infrastructure.		
Community Planning and Lands	2,791	2,783
This program is responsible for community planning, mapping, property assessments and monitoring of land administration.		
Consumer Affairs	217	201
Consumer Affairs provides consumer protection services and lottery and business licensing.		
Senior Citizen Tax Relief	20	20
This program is designed to provide property tax relief to senior citizens.		
Nunavut Association of Municipalities	135	135
The funding program financially assists the association representing Nunavut municipalities.		
Municipal Extraordinary Assistance Program	113	113
To provide extraordinary one-time financial assistance to local governments for extraordinary circumstances, such as deficit recovery planning.		
Nunavut Leaders Forum	150	150
To facilitate leadership meetings in Nunavut		
Total, Community Government	8,216	9,246

Accomplishments (2001 & 2002)

- Developed a series of municipal staff training programs through a partnership with the Nunavut Association of Municipal Administrators (NAMA). These training programs focus on community capacity building and empowerment.
- Accessed federal funding for the delivery of various community government programs and infrastructure development. Third-party funding includes:
 - Canada-Nunavut Infrastructure Agreement for \$2.3 million over the past two years;

- Land administration funding for \$1.125 million per year, over the past four years, to support training of municipal land administrators.
- Developed a detailed municipal monitoring and assessment survey.
- The departmental allocation of capital dollars has been increased from \$13 million in 2000/01 to \$27 million in 2003/04. This increase has been used to support essential quality of life infrastructure developments such as water, sewage and solid waste projects.

Priorities (2003-04)

- Complete three community capacity plans with municipalities who volunteer to take the lead on this community empowerment initiative.
- Expedite departmental community development and training initiatives.
- Implement deficit recovery strategies with affected communities.
- Implement the financial reporting, evaluation and monitoring system in at least five communities.
- Consult with communities and provide broad access to the revision of the five-year capital plan and inventory for each community.
- Review land administration and land registry with the Department of Justice, to modify, streamline and simplify the process.
- Work with the Nunavut Association of Municipalities (NAM), to advance community operating and capital needs with the federal government.

Municipal Transfer Payments

Municipal Transfer Payments provide direct financial assistance to communities in Nunavut.

Programs	Main Estimates (\$000)	2002-03	2003-04
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Municipal Operating Assistance Policy		21,141	24,501
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This funding program provides operating contributions to community governments to enable and assist community governments to deliver municipal programs and services.

Water and Sewage Funding Program		5,071	5,071
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This program provides funding to municipalities to offset 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 without undue hardship being placed on consumers.

Grant in Lieu of Taxes		1,020	1,020
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This funding program ensures fair compensation to municipal governments for municipal services available to the Government of Nunavut.

Equalization Grant 768 768

This funding program financially assists municipalities under the municipal taxation authority and to reduce the tax burden on residents for the provision of municipal services.

Municipal Insurance Premium Funding 800 0

To provide a grant to Nunavut municipalities to assist to offset the incremental operating costs associated with municipal insurances. (One-time funding, for fiscal year 2002-03 only.)

Community Transfer Initiative 2,900 2,900

This community empowerment initiative funds the transfer of responsibilities, functions and resources from various GN departments to municipalities. (Transfers from other Government departments.)

Government Liaison Officers 962 962

This community empowerment initiative funds provision of government support services at the community level.

Total, Municipal Transfer Payments 32,662 35,222

Accomplishments (2001 & 2002)

- Using the Municipal Finance Review, the Department has undertaken a study of the municipal transfer payment policies.
- The Department has advised and supported communities in identifying community empowerment initiatives.

Priorities (2003-04)

- Complete the review of the municipal transfer payment policies and examine program-funding levels.

Sport and Recreation

Sport and Recreation includes two areas: Sport Nunavut, and Recreation and Leisure.

Sport Nunavut is responsible for the promotion and development of amateur sport in Nunavut by delivering programs and services for the development of athletes, coaches, and officials in Nunavut. Sport Nunavut's clients in sport development are registered Territorial Sport Organizations, Nunavut Sport Clubs and Regional Recreation

Associations. Sport Nunavut also co-ordinates Nunavut's participation in major multi-sport games such as the Arctic Winter Games.

Recreation and Leisure is responsible for assisting in the development of local recreational opportunities, leadership and recreational sporting events and active living opportunities.

Programs in the Sport Nunavut and Recreation and Leisure divisions can be classified into three areas: Sport and Recreation Program Support, Recreation Programs and Sport Nunavut Programs.

Programs	Main Estimates (\$000)	2002-03	2003-04
Sport and Recreation Program Support		2,154	1,938
These programs are designed to support sport and recreational programs in their administration and operations.			
Recreation Programs		771	782
These programs are designed to assist communities in training opportunities and developing recreational activities and events at the community level. Recreation and Leisure Programs include training programs for community recreation leader's, facility operators, and skills development; support programs for competitions such as inter-community sports, Inuit games and traditional games; as well as operating assistance to communities and associations.			
Sport Nunavut Programs		1,645	1,720
These programs are designed to assist Sport Nunavut fund the delivery of programs and services including training and development of Nunavummiut and include programs such as: organizational funding, sport development funding, events and games funding, and technical development funding.			
Total, Sport and Recreation		4,570	4,440

Accomplishments (2001 & 2002)

- Revised funding programs to better reflect the training and athletic/recreation needs of communities. Program activities support leadership building amongst youth and promote healthy lifestyles.
- Created a new traditional recreation activities program to support traditionally based community activities such as dog team races and fishing derbies.
- Co-hosted Arctic Winter Games between Iqaluit, Nunavut and Nuuk, Greenland. The Games brought recognition to Nunavut athletes and athletics programs.

- Supported national discussions during the development of the Canadian Sport Policy.

Priorities (2003-04)

- Facilitate the development and retention of community volunteers in sport, recreation, and leisure through volunteer workshops at the community level.
- Ensure training for coaches, officials, recreation leaders and facility operators meets the needs of a growing population and develops healthy lifestyles.
- Advance the transition of Sport Nunavut into an arms-length organization.

Transportation Services

CG&T's Transportation Services is comprised of four divisions. The Transportation Planning Division is responsible for planning road, marine and air infrastructure development. The Motor Vehicle Division is responsible for driver testing, licensing, and registering motor vehicles. The Nunavut Airports and Iqaluit Airport Divisions are responsible for the operation of all community airports.

Programs	Main Estimates (\$000)	2002-03	2003-04
Transportation Planning		871	722
To develop long and short-term plans and strategies for Nunavut's transportation system, including securing funding agreements with Government of Canada for investment in infrastructure.			
Motor Vehicles		1,109	1,060
To ensure established motor vehicle regulations and safety codes are enforced as required as they apply to all drivers and motor vehicles operating in Nunavut.			
Nunavut Airports		12,213	11,339
To ensure safe and efficient airport services and facilities are available in all Nunavut communities.			
Iqaluit Airport		2,219	2,617
To oversee the operation and the emergency response system for the Iqaluit airport which is designated by Transport Canada as an <i>International Alternate Use Refueling Only Aerodome</i> .			
Total, Transportation Services		16,412	15,738

Accomplishments (2001 & 2002)

- Negotiated additional funding in support of transportation infrastructure programs. Third-party funding accessed includes:
 - Strategic Highway Infrastructure Program (SHIP) for \$4.3 million over the next five years.
 - Community Aerodrome Radio Stations (CARS) for \$17.4 million over the past four years.
- Applied for and acquired additional funding for airport capital assistance through the Airport Capital Assistance Program (ACAP). This has resulted in \$4.5 million over the past four years.
- Released Nunavut Transportation Strategy and advanced several initiatives such as the Nunavut-Manitoba Road, the Bathurst Inlet Port and Road Project and the Nunavut Air Services Study.
- Initiated the Nunavut General Identification Card (GIC) program.

Priorities (2003-04)

- Complete the Nunavut Air Services Study and develop recommendations to achieve cost and service improvements for Nunavummiut.
- Seek operating and capital funding improvements from Transport Canada and NAV Canada for Nunavut community airports.
- Continue working with Transport Canada and International Civil Aviation Organization (ICAO) to have the Iqaluit Capital Airport designated as an International Airport.
- Advance the Nunavut-Manitoba and the Bathurst Inlet Road projects. Build access roads and trails funded by the SHIP agreement, and other community and government sources.
- Pursue enhancements to Nunavut's marine/fishery infrastructure through the Small Craft Harbour Program (SCH) with Department of Fisheries and Oceans Canada.
- Adapt existing driver license requirements and materials to the needs of Nunavummiut.
- Complete implementation of GIC program.

Nunavut Emergency Management

Nunavut Emergency Management (NEM) is responsible for the Office of the Fire Marshall and the Emergency Measures Organization (EMO). It provides training and development support for regional staff, the volunteers who deliver emergency and firefighting services throughout Nunavut, and coordinates the development of Emergency Peacetime Plans for the Territory. It has developed a Nunavut Water Safety Program and is currently responsible for the legislation regarding the transportation of dangerous goods.

Programs	Main Estimates (\$000)	2002-03	2003-04
Nunavut Emergency Management		1,109	1,089
Provides overall advice, guidance, and ensures compliance with mandatory territorial and federal legislation and policy regarding emergency management. It is responsible for emergency preparedness plans and provides assistance to Nunavut communities in creating their own plans.			
Fire Training and Equipment		224	224
This program ensures the provision of basic and essential fire fighting training and equipment for municipal fire fighters in Nunavut.			
Fire Marshall's Office		692	580
Provides inspections and enforcement of the applicable Acts and Regulations including the Fire Prevention Act, National Building Codes, National Fire Codes, Cities Towns Villages Act, and Hamlets Act.			
Total, Nunavut Emergency Management		2,025	1,893

Accomplishments (2001 & 2002)

- Provided training through community based workshops to enhance communities' search and rescue and firefighting capabilities.
- Promoted search and rescue societies within communities through information campaigns and training workshops delivered to communities.
- Developed a Nunavut Water Safety Program.
- Accessed federal funding for various emergency management programs such as emergency training and small craft water safety. Third party funding accessed includes:
 - Minor Works Coast Guard for \$2 million over the past five years (\$342k per year).
 - Emergency Planning Canada for \$755k over the past five years (\$150k per year).

Priorities (2003-04)

- Establish and fund Search and Rescue (SAR) societies in communities and assist with their development and training.
- Improve fire protection programs and systems.
- Deliver awareness campaigns to help reduce fatalities, injuries and property damage related to accidents on roads, at airports and on waterways.

Advisory and Administrative Services

Advisory and Administrative Services provides information and support to the Minister's office and provides policy and communications support to the senior staff. In addition, it provides financial management, accounting and administration services for headquarter and regional operations. Advisory and Administrative Services also includes three Regional Directors who coordinate program and service delivery to community governments.

Programs	Main Estimates (\$000)	2002-03	2003-04
Directorate		1,863	1,616
Consists of the Deputy Minister's Office, Assistant Deputy Ministers' Offices, as well as special advisors. It provides senior support to the Minister's office.			
Policy and Planning		616	616
Provides policy and communications support for the Department and Minister.			
Corporate Services		2,461	2,382
Provides financial management, accounting and administrative services for the Department.			
Regional Superintendents' Offices		884	870
Coordinates program and service delivery to communities through regional offices.			
Total, Advisory and Administrative Services		5,824	5,484

Accomplishments (2001 & 2002)

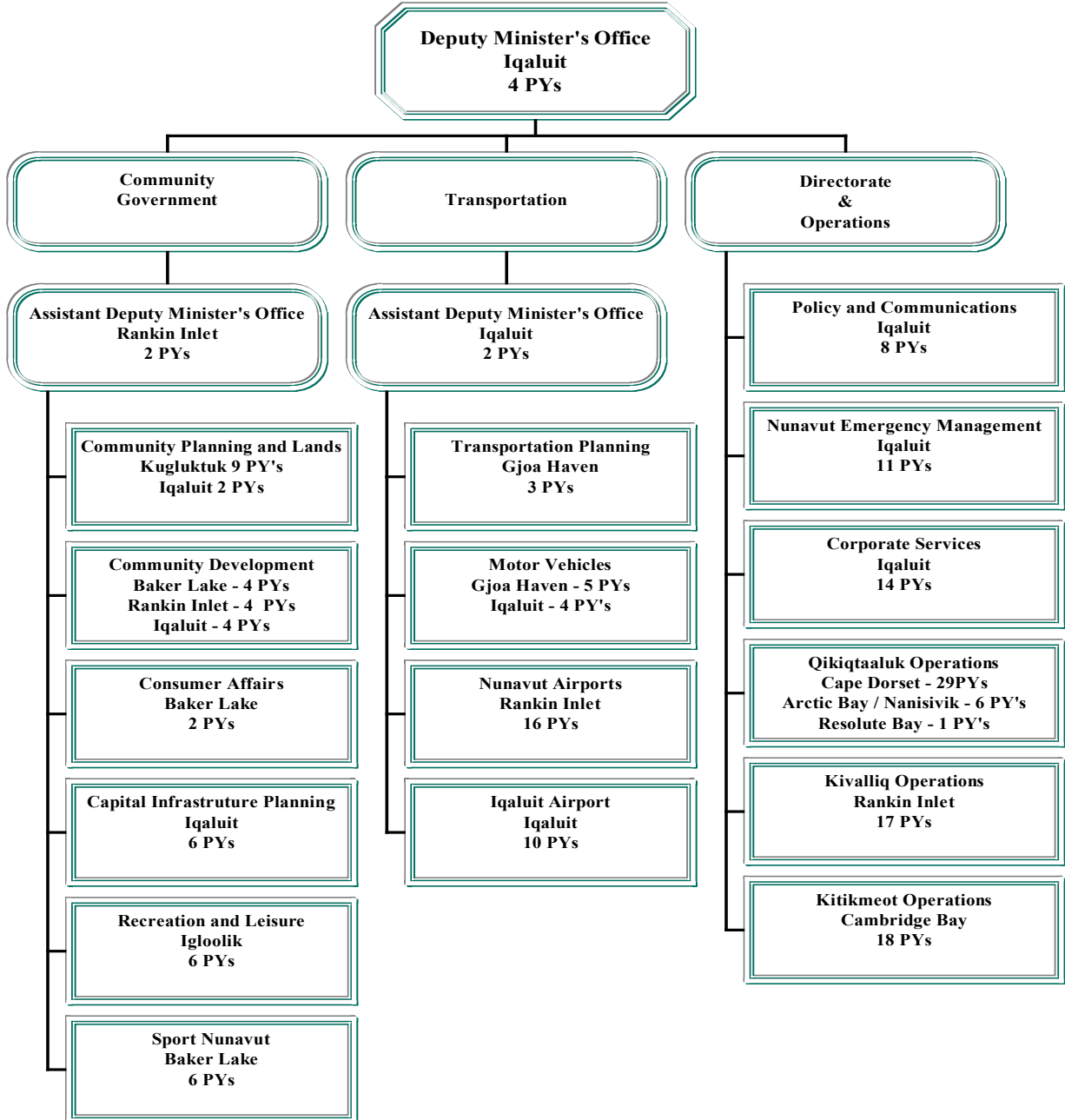
- Decentralized offices in the following communities:
 - regional offices in Cape Dorset, Rankin Inlet and Cambridge Bay;
 - Sport Nunavut, Consumer Affairs, Community Monitoring and Evaluation in Baker Lake;
 - Nunavut Airports In Rankin Inlet;
 - Recreation and Leisure in Igloolik;
 - Motor Vehicles and Transportation Planning Services in Gjoa Haven;
 - Community Planning and Lands in Kugluktuk.
- Drafted legislative proposal to amend Cities, Towns and Villages Act and Hamlets Act.
- Initiated a full and comprehensive policy review of all departmental policies based on community consultations.

Priorities (2003-04)

- Complete amendments to draft legislation and finalize passage of new municipal statutes during the next legislative session.
- Communicate consumer affairs programs and services to Nunavummiut.
- Develop policies and procedures that reflect IQ to guide the delivery of CG&T programs and services.
- Improve the recruitment, training and mentoring of Inuit to increase employment and retention in all the program areas of the Department.
- Increase the communication of programs to the communities and general public.

APPENDIX A – Organizational Structure and Budget

Part 1 – Organizational Chart



APPENDIX A

Part 2 – Departmental Roles

Directorate

The Directorate, composed of the Deputy Minister and two support staff, leads the Department under the direction of the Minister and provides information and support to the Minister's office. In addition, the Directors of the Regional Operations located in Cape Dorset, Cambridge Bay and Rankin Inlet report directly to the Deputy Minister.

Corporate Advice: the Senior Advisor to the Deputy Minister is located in Cambridge Bay; the Senior Advisor to both Sport Nunavut and Recreation and Leisure Division is located in Iqaluit; and the IQ coordinator is located in Rankin Inlet.

Corporate Services

This division provides financial management, budget control, accounting and administration services for headquarter and regional operations.

Policy

The Policy Division provides policy and communications support to the Minister, senior staff and the Department. In collaboration with the responsible divisions, the Policy Division prepares Standing Committee Reports, Speeches and Discussion Papers, maintains Ministerial Briefing Notes and processes documents for Cabinet. The division also provides liaison to the Minister's Office.

Nunavut Emergency Management

The Nunavut Emergency Management (NEM) Division is responsible for the Office of the Fire Marshal and the Emergency Measures Organization (EMO). Under the Director of NEM, this division provides training and development support for regional staff and volunteers who deliver emergency and firefighting services. NEM also provides emergency response assistance during all emergencies; NEM, in association with other government departments and non-government agencies, coordinates the development of Emergency Peacetime Plans for the Territory and all Nunavut communities.

Regional Operations

Regional Operations in Nunavut's three distinct geographic areas, located in Rankin Inlet, Cambridge Bay and Cape Dorset, under the leadership of the three Directors, deliver the Department's programs and services directly to community governments. The Directors, under direction of the Deputy Minister, provide liaison between headquarters divisions and regional staff.

Community Government

The Assistant Deputy Minister responsible for Community Government has the overall responsibility for Community Government operations and the associated Divisional Directors.

Community Development

The Community Development Division is responsible for developing programs and overseeing community development funding with the regions. The division leads program design and supports the regional offices in the training of community staff and councilors. They are also responsible for monitoring and evaluating the financial and operational status of community governments.

The Consumer Affairs Division in Baker Lake provides consumer protection services, and, in conjunction with regional staff, monitors lottery and business licensing.

Capital Programs

The Capital Programs Division, in partnership with regional offices and communities, is responsible for the lifecycle management of municipal infrastructure including identification and management of capital funding by way of the departmental capital planning process.

Recreation and Leisure

The Recreation and Leisure Division, with support from Regional staff, is specifically responsible for assisting in the development of local recreation opportunities and recreation leadership, and for coordinating inter-community sporting events.

Sport Nunavut

The Sport Nunavut Division, with guidance from an Advisory Committee appointed by the Minister, is responsible for delivering programs and services for the development of athletes, coaches, and officials in Nunavut. This is done primarily in partnership with the Territorial Sport Organizations in Nunavut. The division also co-ordinates Nunavut's involvement in major multi sport games, including the Arctic Winter Games.

Community Planning and Lands

The Community Planning and Lands Division, led by the Director in Kugluktuk, is responsible for community planning, land administration, aerial photography and digital mapping of the communities, property assessments and monitoring of land administration and development in the communities. Regional staff provides liaison, mentoring and training support to Community Land Administrators.

Transportation

The Assistant Deputy Minister responsible for Transportation has the overall responsibility for Transportation operations and the associated Divisional Directors.

Motor Vehicles

The Motor Vehicles Division is responsible for testing, licensing, records, and registering motor vehicles, driver examinations, motor vehicle inspections, General Identity Cards and maintaining the motor vehicle accident database. This is accomplished through staff located in regional and headquarters positions, contractors, members of the RCMP and community by-law officers.

Nunavut Airports

The Nunavut Airports Division is responsible for the operation of Arctic A, B and C Airports in Nunavut. The Director, through Managers of Facilities, Programs and Standards and Aviation Programs, ensures that facilities, Community Aerodrome Radio Station staff and equipment meet or exceed federal standards. This involves a close working relationship with Transport Canada as well as community governments that have contracted to operate and maintain airports.

Iqaluit Capital Airport

The Manager of Iqaluit Airport oversees an Airport Officer and a Resource Manager, as well as the Iqaluit Emergency Response System's Fire Chief; the Fire Chief supervises three firefighters. This responsibility is unique to Iqaluit Airport, which is designated by Transport Canada as *an International Alternate Use Refueling Only Aerodrome* and by ICAO's Air Navigation Plan, North Atlantic, as *an International Scheduled Air Transport Alternate Use Airport*.

Transportation Planning

The Transportation Planning Division is responsible for planning road, marine and air infrastructure for Nunavut. The division is working on implementing the Nunavut Transportation Strategy. The Nunavut Air Services Study is underway, three major road and docking facilities are in various stages of study and environmental review. Work is underway to enhance marine facilities in communities. The SHIP Agreement with Canada is being implemented.

APPENDIX A

Part 3 – Financial Summary

Branch	2002 - 2003 Main Estimates		2003 - 2004 Main Estimates	
	\$000	PYs	\$000	PYs
Directorate and Operations				
Salary	5,049	103	4,530	108
Grants & Contributions	249		249	
Other O&M	4,910		2,748	
Subtotal	10,208		7,527	
Community Government				
Salary	5,223	37	5,527	45
Grants & Contributions	36,473		39,814	
Other O&M	4,156		3,417	
Subtotal	45,852		48,758	
Transportation				
Salary	2,898	33	3,234	40
Grants & Contributions	0		0	
Other O&M	10,751		12,504	
Subtotal	13,649		15,738	
Total	69,709	173	72,023	193

APPENDIX B – Report On Decentralization

CG&T is one of the most highly decentralized departments in the Government, comprised of thirteen (13) offices in nine (9) communities throughout Nunavut.

The following headquarter operations are decentralized:

Community Planning and Lands in Kugluktuk
 Motor Vehicle Registries and Transportation Planning in Gjoa Haven
 Sports Nunavut, Monitoring and Evaluation, and Consumer Affairs in Baker Lake
 Recreation and Leisure in Igloolik
 Nunavut Airports in Rankin Inlet

The Department also has regional offices in Cape Dorset, Rankin Inlet and Cambridge Bay that are responsible for delivering mandated programs and services to communities.

Community Location	Division Program List	Positions
Cape Dorset	Community Government and Transportation Qikiqtaaluk Regional Office	29
Resolute Bay	Community Government and Transportation Qikiqtaaluk Regional Office	1
Arctic Bay / Nanisivik	Community Government and Transportation Qikiqtaaluk Regional Office	6
Igloolik	Recreation and Leisure Headquarter's Office	6
Baker Lake	Community Development - Monitoring and Evaluation Headquarter's Office	4
	Consumer Affairs Headquarter's Office	2
	Sport Nunavut Headquarter's Office	6
Rankin Inlet	Nunavut Airports Headquarter's Office	16
	Community Government and Transportation Kivalliq Regional Office	17
	Community Development Headquarter's Office	4
	Assistant Deputy Minister's Office - Community Government	2
Cambridge Bay	Community Government and Transportation Kitikmeot Regional Office	18
Gjoa Haven	Motor Vehicles Headquarter's Office	5
	Transportation Planning Headquarter's Office	3
Kugluktuk	Community Planning and Lands Headquarter's Office	9
Total Person-Years		128

APPENDIX C – Focus Papers

Human Resource Direction and Inclusion

CG&T has worked with various departments and within the Government's Inuit Employment Planning (IEP) Committee to develop a strong and attainable Inuit Employment Plan. The Department's plan targets several initiatives to assist in the hiring of Inuit staff.

In promoting the work of the committee, the Department has set target obligations with all senior staff. This has resulted in an increased awareness of the need to recruit and retain Inuit staff.

The Department has identified several initiatives to help attract and retain Inuit staff. Factors including a strong appreciation and implementation of IQ in the workplace, a focus on promoting staff training and development, and employee centered work plans, are designed to put people first and cater to the needs of an Inuit workforce.

CG&T is also a strong advocate of the Internship program (Management Development Program – MDP) identified through the Department of Human Resources (HR). CG&T accessed two of the initial 15 HR supported person year and will move to phase two where internal resources will be used to support several additional senior/middle management intern opportunities for this fiscal year.

Additional incentives include a scholarship program for professional positions. Some areas targeted for this program include community planning and engineering. The Department is also promoting, through Nunavut's high schools, the various professions related to Community Government and Transportation.

CG&T anticipates continuous IEP follow-up through its internal committee. Its goal is to strengthen and build upon the departmental initiatives.

Transportation

CG&T has special interest in completing studies and related work activities on a number of transportation issues which are linked to the completion of the Nunavut Transportation Strategy.

Nunavut Air Services Study

This study has the objective of improving air services throughout Nunavut with an emphasis on improving service to decentralized communities, high Arctic communities and Greenland. Improvements envisaged as a result of this study include enhanced scheduling, frequency and more direct routings. An essential component of this study is

the consideration and integration of the Department of Health and Social Services' study on medical travel.

Strategic Highway Infrastructure Program (SHIP)

SHIP is a federal partnership program that provides \$4.3 million in federal funding to flow to Nunavut for the purpose of improving transportation infrastructure. Nunavut will contribute approximately \$2.4 million to this project. The federal government has agreed that infrastructure priorities identified by Nunavut's Transportation Strategy qualify under SHIP.

The funds will be spent on transportation infrastructure such as Air Terminal Buildings, Marine Facilities and Access Roads. The SHIP agreement was signed in Coral Harbour on October 22, 2002. Initial projects shall include a new air terminal building for Coral Harbour and the Checkers Lake access road near Chesterfield Inlet.

Major Road Initiatives

CG&T sees the development of road links in Nunavut as the means to promote economic and social development within the territory. Currently, resources are largely directed to two specific road proposals:

Bathurst Inlet Port and Road Project

This project would see the development of a port at Bathurst Inlet and the construction of a road into the mineral rich properties south of the port. The construction of this project would bring significant employment, revenue and fuel cost savings flow to Nunavut. Work on this project is being advanced by a partnership comprising Inuit Organizations, CG&T, the Department of Sustainable Development and private companies.

The Nunavut – Manitoba Road Connection

This initiative would see an initial winter road link constructed between Manitoba and the Kivalliq Region, which may be followed by an all-weather road. Work on this proposal is now being directed to the establishment of a preferred alignment for this road. This work is being undertaken by a partnership comprising the Kivalliq Inuit Association, Province of Manitoba (Transportation Department) and CG&T.

Community Government

CG&T is currently working on a number of special projects that have been set up to advance the Department's commitment to improving programs and services for the communities. These projects include:

- Municipal Finance Review
- Community Capacity Building

- Municipal Taxing Authority Research
- Municipal Training
- Deficit Recovery

In addition, the Department is also working on other projects:

- Recreation Training
- Municipal Maintenance Operating System

These projects assist communities in a variety of ways ranging from improvement of operations, community capacity, monitoring and evaluation, and training.

Background of Projects

The first stage of the Municipal Finance Review has been completed and approved by Cabinet for distribution. The recommendations from this Review are being discussed with communities and revisions of funding levels under the transfer payment initiatives are being considered. Recommendations related to the block funding of mobile equipment, the water sewer services subsidy and taxation will be reviewed for consideration and implementation.

The *Municipal Maintenance Operating Systems* (MMOS) is a state of the art, customized software application designed to improve the maintenance programs of municipal governments. Implementation is well under way and the feedback and results have been extremely positive.

Acc Pac Advantage is the computer program used in the communities' financial reporting systems. It is anticipated that at least one community in each region will be trained on, and have implemented this system by the end of this fiscal year.

The monitoring and evaluating section has the mandate to implement and monitor deficit recovery strategies for those effected communities. A financial reporting, evaluation and monitoring system has been implemented to better evaluate and monitor the fiscal management of municipal operations.

Several communities have identified, to the Department, their wish to take on more programs and services generally delivered by the Government. Community Capacity plans are being developed to ensure that both the community and the Department are comfortable with the expectations of the transfers.

The Department has recently established a Municipal Training Working Group with the Nunavut Association of Municipal Administrators (NAMA). It is anticipated that a 12-month training plan will be implemented and essential courses will be offered to municipal employees over the course of this fiscal year.

CG&T's Recreation and Leisure section has also initiated a variety of training programs developed to enhance the skills and abilities of community recreation employees. This

training is being directed in the area of program delivery and technical municipal operations.

Finally, the public profile of the Consumer Affairs Division is being developed in Baker Lake. It provides public service announcements and promotes awareness to the public in matters concerning consumer affairs.

Consumer Affairs continues to work with communities who wish to have the delegation authority for the issuance of lottery and bingo licenses.

Inuit Qaujimajatuqangit

CG&T is committed to ensuring that IQ is an integral component of the Department and that all staff applies IQ in the performance and implementation of programs and services.

In support of CG&T's commitment a special advisor position was created. The successful implementation of IQ requires that all departmental staff recognizes and utilizes IQ in carrying out their responsibilities. Since the majority of Nunavummiut are Inuit, it is essential that IQ be one of the foundations of governance. CG&T has an active IQ Committee with members from all regions.

The Department has actively incorporated IQ in the review of its policies and legislation, which in turn shape the programs and services delivered to communities.

Search and Rescue

A large amount of the material regarding Search and Rescue (SAR) training has been developed outside of Nunavut. For example, community searches for missing persons are not conducted until twenty-four hours after notification. Nunavut's severe and extreme temperatures and weather conditions make this requirement unreasonable.

Through consultations with its communities, the Department has developed a "Made in Nunavut" Search and Rescue training manual, which takes into consideration the situations and conditions in Nunavut. Searches can now be conducted almost immediately after a community has given notification to the Department.

Community Development

CG&T's Community Development Division strives to ensure IQ is actively applied to all community development decisions. For example, when the Department plans local infrastructure projects such as a marine docking facility or a garbage dump location, consultation with the Municipal Council and community Elders takes place and traditional knowledge is integrated into the decision making process. Therefore, IQ is rapidly becoming an integral part of the Department's daily operations.