



**Department of
Sustainable
Development**



**Business
Plan**

2003-2004

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INTRODUCTION

The Department of Sustainable Development (DSD) is charged with the lead responsibility for supporting economic development while ensuring the protection and sustainable use of natural resources in Nunavut. In order to fulfil this role, DSD is responsible for a wide range of regulatory and program delivery functions, as well as a number of specific obligations under the Nunavut Land Claims Agreement (NLCA). DSD is committed to supporting the socio-economic development of Nunavut and places a high priority on developing policies and plans that reflect the culture and social structure of the new territory and its people.

Our Mission

Ensure the wise use, and protection of the natural environment, through monitoring, science, and Inuit Qaujimanituqangit so that it sustains us in the present and for all future generations;

Support people through initiatives that stimulate and strengthen the inter-relationships among the economy, environment and society in order to build healthy communities; and

Provide leadership to reconcile competing public values and purposes over resource use.

Our Vision

Through Ikupigviliriji¹ and the integrated development of our land, the people and our economy, we will create healthy, sustainable communities in Nunavut.

The Department of Sustainable Development recognizes that development is a change in a natural or human community's condition, occurring over time. Development is not limited to growth, but includes securing what we already have, as well as measurable change, based on the values and beliefs of Nunavummiut.

Our Principles and Values

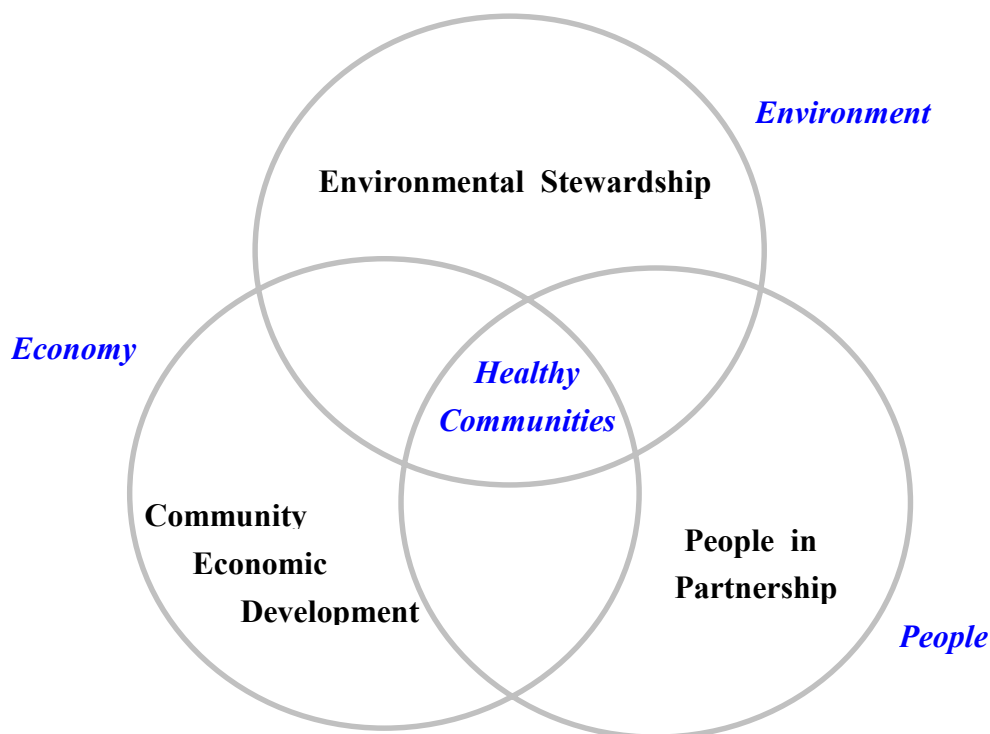
- Continual improvement of skills, knowledge, and abilities through lifelong learning and capacity building.
- Respect for the land and trust in the people we serve.
- Commitment to cooperative partnership approaches.
- Local participation and inclusiveness in decision-making.

¹ *Ikupigviliriji*: Ikupik means to conserve and not take all at once, what is brought in from a hunt. Everyone would take a small piece for the family; always making sure there was enough to go all the way around.

- Decision-making performed holistically, based on a balance of science and Inuit Qaujimajatuqangit.
- Respect and support Nunavummiut and their right to self-reliance and self-determination.
- Transparency and government accountability to the residents of Nunavut.
- Address the needs of people, the economy, and the environment, through an integrated approach to development with our stakeholders and partners

In order to fulfill our mandate, Sustainable Development takes an integrated approach to development by focusing on the three inter-related aspects of healthy citizens and communities through:

- Support for people to develop and use their capacities to enable them to participate fully in decisions on development (people);
- Provide the support needed for people to pursue sustainable livelihoods both in the traditional and wage economy (economy); and
- Ensure the wise use of our resources in a manner that will protect and enhance our environment now and for future generations (environment).



ENVIRONMENTAL SCAN

Our Communities

Over half of the Nunavut population is under the age of 25 and our population is rapidly growing - we need to support our youth to build prosperous futures through capacity building, education and skill development, and as well as through development of the economy to ensure that all Nunavummiut have choices and opportunities.

Our Land

The principles of sustainable development and the wise use and management of our natural resources, now and in the future, is the basis for all of our resource management decisions. Nunavut is rich in wildlife, mineral and petroleum resources. At the same time, we are increasingly concerned with the need to protect and preserve areas that are reflective of Nunavut's natural, cultural, and recreational heritage. Protection of our land, air and water is of paramount importance - without a healthy environment, the land and wildlife upon which many Nunavummiut depend upon for their livelihood as well as for the perpetuation of their way of life, will be seriously threatened.

Our Economy

Nunavut has a unique mix of land-based and wage economies. Balancing traditional activities, including hunting, fishing, trapping and the arts, with the wage economy is a priority. Within the wage economy, sectors that offer potential for further development include mineral and petroleum resources, fisheries, tourism, business, and industry development. As these economies grow, trade and export will increasingly play a role in Nunavut's economic prosperity. At the same time, limited transportation and information infrastructure, including roads, ports, and airstrips, and communication and information technology are major barriers to development.

Our Priorities

Sustainable Development, like many Government of Nunavut departments and agencies, are facing a number of challenges during the current period of rapidly evolving economic, social and political environments. Key corporate challenges facing the government include decentralization, increasing Inuit employment and the incorporation of Inuit Qaujimanituqangit, as well as internal capacity issues related to recruitment and retention of qualified staff.

Through integrated and coordinated approaches with our partners and stakeholders DSD supports the development of healthy communities through responsible regulatory activities, business development, organizational development and community capacity building. As such, DSD maintains close working relationships and communication

linkages to other levels of government, several special interest groups, and businesses and industry.

Within the 42 articles of the NLCA, DSD has a number of specific obligations and areas of responsibility related to the management of its resources and the socio-economic development of the Territory and its people, including:

- Ongoing responsibility for the co-management of all wildlife with Nunavut (Articles 5, 6 and 7);
- Attaining a representative level of Inuit employment in the Government (Article 23);
- Implementing the terms and conditions of the Territorial Parks IIBA including the operation of a preferential contracting policy for all territorial parks (Articles 8 and 9);
- Negotiation and implementation of an umbrella IIBA for Conservation Areas (Article 9); and
- Land Use Planning and environmental regulatory functions as they relate to development within Nunavut (Articles 10, 11 and 12 and 13).

In order to fulfill these obligations, the Department works with a number of *Institutes of Public Government*. These partners are the:

- Nunavut Impact Review Board (NIRB),
- Nunavut Planning Commission (NPC),
- Nunavut Wildlife Management Board (NWMB),
- Nunavut Water Board (NWB), and
- Nunavut Surface Rights Tribunal.

The Department of Sustainable Development also has a partnership policy to work with stakeholders, which include municipalities, Nunavut Tourism, Nunavut Arts and Crafts Association, Nunavut Economic Developers Association, Kivalliq Partners in Development, Baffin Business Development Centre and specific arrangements with the Government of Canada.

Critical Issues

Given the diverse mandate and range of functions of DSD, the Department faces the challenge of managing a wide range of issues, many of which are high on the public interest agenda. The diversity of operational functions often puts the Department in the position of taking a brokering role to balance competing interests and priorities within the umbrella of a single department. Within this context, critical issues facing the Department over the planning period include:

- A need to define operational and policy development roles and functions of each organizational unit within the Department;
- Recruitment, retention and training of staff;
- Implementation of the Inuit Employment Plan;
- Strengthen external communication with the public;
- Inclusion of partners in the planning process;
- Implementation of the Bathurst Mandate;
- Consideration of Inuit Qaujimanituqangit principles when implementing divisional programs; and
- Complete decentralization of positions.

CORE BUSINESS

Sustainable Development takes an integrated approach to development by focusing on the three inter-related aspects sustainable development – people, environment and the economy with an overall purpose of ensuring healthy communities in Nunavut. In order to achieve this vision, Sustainable Development concentrates on the following seven lines of core businesses:

- Advisory and Administrative Services
- Community Economic Development and Trade
- Environmental Protection
- Fisheries and Sealing
- Minerals, Oil and Gas
- Parks, Conservation Areas and Tourism
- Wildlife

Advisory and Administrative Services

Advisory and Administrative Services ensures that the overall direction of programs and services delivered by the Department reflect the priorities of the Government of Nunavut through effective management and operations of the Department of Sustainable Development. To achieve this end, corporate management directly oversees all policy development, corporate planning, administrative, financial and human resource management, as well as communications.

Objectives

- Establish legislative and policy parameters reflective of the new territory.
- Settle outstanding issues related to the establishment of Nunavut.
- Integration and coordination through partnership approaches.
- Support initiatives for Sustainable Development.
- Ensure implementation of government-wide priorities, incorporation of Inuit Qaujimanituqangit, and the Bathurst Mandate.
- Enhance internal capacity of staff through training and retention strategies to support DSD in addressing its mandate.
- Provide day-to-day leadership and direction for all areas of departmental operations.
- Transparency and accountability through financial and administrative management.

Programs	Main Estimates (\$000)	2002-03	2003-04
Directorate		1,512	1,451
The Directorate is responsible for overall management and direction of the Department.			
Corporate Services		1,848	1,828
Corporate Services is responsible for central financial and human resource management services within DSD. This includes coordination of departmental budgets, Financial Management Board submissions, business planning, financial administration of departmental programs, internal human resource and financial management, and coordination of reception and administrative support within the headquarters office.			
Policy and Corporate Planning		755	595
Policy and Corporate Planning provides support to the core functions of the government through research, policy and legislation development, strategic planning, communications, incorporation of IQ, program evaluation, and support to the Deputy Minister and Minister of DSD. This program area also acts as a policy and legislative liaison within DSD and with central agencies.			
Total, Advisory and Administrative Services		4,115	3,874

Accomplishments (2001 & 2002)

- 100% of senior management positions filled.
- DSD Inuit Qaujimanituqangit Committee established, including retention of an IQ Coordinator.
- Departmental Inuit Employment Plan completed.
- Phase I and II of departmental decentralization completed. Eight positions to Pond Inlet in Phase I, and four positions to Cape Dorset in Phase II.

Priorities (2003-04)

- Review draft establishment policy options, with a view towards developing a Government of Nunavut sustainable development policy that explains who we are and what we do.
- Expand Inuit Qaujimanituqangit Committee focus to include recruitment and retention of Inuit employees.
- Implementation of Inuit Employment Plan.
- Improve DSD transparency and public relations through the establishment of a communications branch.

Community Economic Development and Trade

The Community Economic Development (CED) and Trade business line is aimed at assisting the people of Nunavut, on a community basis, in identifying and achieving their collective aspirations, and in meeting their basic needs, including the need for inclusion and being valued. CED actively promotes the principles of sustainable development and focuses its attention on the people - keeping people central to our thinking about the economy and the environment. The principles of sustainable development as they apply to community development include the need for clearly expressed vision and goals; a holistic perspective; consideration of equity and disparity, consideration of ecological conditions and the market and non-market dimensions of social well-being; maintenance of a practical focus; and broad participation. This business line also provides for a focal point for the identification of export and trade opportunities both within Canada and the across the world.

Objectives

- Support Community Economic Development through the creation of policies supportive of DSD's goals and strategies, and to work at the intergovernmental level with our federal partners DIAND and Industry Canada toward the economic and social betterment of all Nunavummiut.
- Support organizational development and capacity building within organizations tasked with helping us meet our economic goals this includes the Nunavut Arts and Crafts Association, Nunavut Tourism, the Nunavut Economic Developers Association, and the Hamlets.
- Encourage business development that supports the communities' needs, aspirations and goals.
- Foster an environment within Nunavut conducive to the creation of job creation initiatives that provide meaningful employment for all sectors of our population.
- Development of the land-based economy, including the traditional economy and the arts and crafts economy.
- Promotion of trade and export within Canada and around the world.

Programs	Main Estimates (\$000)	2002-03	2003-04
Community Economic Development and Trade		2,859	2,577

Through regional program delivery, the CED and trade program area promotes growth of the Nunavut economy by providing support and advice to individuals and organizations engaged in the economy by providing information and increasing public awareness of economic opportunities. The program also seeks out information and support for trade and export opportunities outside of Nunavut.

Community Futures	700	700
The Community Futures program provides loans to small and medium sized businesses up to \$75,000.		
Nunavut Development Corporation (NDC)	3,465	3,465
The NDC is a crown corporation mandated to promote community-based economic objectives by establishing and managing directly, or by investing in, companies, businesses, and projects to create employment, stimulate business growth, and promote economic diversification and stability.		
Nunavut Business Credit Corporation (NBCC)	600	690
The NBCC is a crown corporation mandated to stimulate economic growth, development, and employment in Nunavut through investment in territorially based businesses.		
Nunavut Economic Developers Association (NEDA)	100	100
NEDA supports the development of social and organizational capital essential for wealth creation through enhanced community capacity to develop the local economy, particularly in the areas of planning and organizational development.		
Economic Development Officer	1,960	2,400
This program partners with municipalities to support the recruitment, retention and training of the community economic development officer positions throughout Nunavut.		
Nunavut Arts and Crafts Association (NACA)	200	200
NACA provides support for training, marketing, promotion, product development, material and tool supply, and serves as the principal lobby group and information source for the arts and crafts sector.		
Nunavut Job Corps	90	0
The Nunavut Job Corps program pursues innovative ways to respond to young people who want to contribute as productive members of their communities through support to communities in developing proposals for third party funding for projects aimed at providing work opportunities for young people.		
Nunavut Film Commission	50	50
The Nunavut Film Commission supports Nunavummiut who work in film, television and new media in Nunavut.		

Contributions to Business Development (CBD) 859 1,189

The CBD (formerly Business Development Fund and Grants for Small Businesses) encourages economic growth and diversification by providing financial assistance to businesses and other organizations, including assistance for initiatives related to trade and export development.

Community Initiatives Program (CIP) 2,810 2,900

The CIP, a component of the Business Development Fund, provides financial support (grants) for community-based economic development projects, which create local jobs, through planning and organizational development projects leading to the enhancement of local economies.

Grants for Small Business 330 0

The Grants to Small Business program supports and encourages the development of viable businesses in Nunavut by providing grants to small businesses to assist in overcoming immediate problems involving legal or accounting expenses, to assist with required minor capital expenditures or extraordinary costs which, if not provided, may threaten the continued viability of the business.

Total, Community Economic Development Budget 14,023 14,271

Accomplishments (2001 & 2002)

- Coordinated the development and publication of the Nunavut Economic Outlook.
- Developed framework document for Nunavut Economic Development Strategy, leading to release of the Naujaat Challenge.
- Co-sponsored the Nunavut Film Symposium.
- Supported two Team Canada trade missions to the United States and Europe.
- Implementation of the Policy on Program Partnerships to support community economic developers through operational funding and training.
- Supported Nunavut Job Corps projects for young people.
- Chaired the Nunavut Broadband Task Force.

Priorities (2003-04)

- Restructure support for municipal economic development workers.
- Coordinate proposed 'Boston' business mission.
- Propose changes to the *Nunavut Development Corporation Act*.
- Implement approved business development policies, incl. Community Futures.
- Develop the trade and export readiness policy and program options.
- Implement policy and program on "Fakelore".
- Develop policy options for renewable resource development.
- Launch the Carving Stone Supply Program.
- Implement Nunavut Broadband Task Force Report recommendations.

Environmental Protection

Environmental protection is integral to the implementation of the principles of sustainable development. Through legislation, acts, regulations, guidelines, and enforcement presence to ensure compliance, environmental protection services are delivered to the public, government, industry and Inuit beneficiaries in a consistent, professional and effective manner. The role of the environmental protection business line also includes liaison with these groups to ensure that the resources of the territory are used in a manner that accounts for their impacts to the environment, as well as mitigation of these impacts. The environmental protection also includes pro-active programs that are directed towards identifying and resolving common environmental issues such as land use planning, hazardous substances management (including spill response training), climate change, and air quality by providing environmental information in clear, concise and understandable terms.

Objectives

- Ensure compliance with the spirit and the intent of the *Environmental Protection Act*, its regulations and guidelines.
- Work with industry, government and the public to ensure that development will be undertaken in a manner that will minimize impacts to the environment.
- Ensure that environmental protection services are delivered to the public, government, and industry in a clear, consistent, efficient and professional manner.
- Undertake pro-active programs and partnerships that are directed towards identifying and resolving common environmental issues.

Programs	Main Estimates (\$000)	2002-03	2003-04
Environmental Protection		954	851

The environmental protection program includes four key areas:

- Environmental assessment (EA) related to regional land use planning and implementation of the NLCA in partnership with NIRB, NWB and NPC.
- Legislative and regulatory compliance by:
 - monitoring air, water and soil;
 - elimination and/or mitigation of environmental damage created as a result of discharge of hazardous substances into the environment;
 - providing advice and assistance regarding hazardous substances; and
 - legislation development.
- Coordinating technical advice on EA processes in Nunavut related to permit applications, as well as any research needs that may arise out of the process.
- Environmental monitoring by coordinating positions on land use plans, developed by the Nunavut Planning Commission, and coordination of departmental positions on pending resource management legislation and cumulative effects monitoring.

Climate Change 80 159

This program is part of the GN commitment to contribute to the National Climate Change Strategy. Overall, the strategy seeks the reduction of greenhouse gas emissions and to identify and monitor climate change impacts, and as required, develop adaptive strategies.

Total, Environmental Protection 1,034 1,010

Accomplishments (2001 & 2002)

- Coordinated Environment Week Activities, including the development and distribution of public education and awareness materials across Nunavut, and the organization and delivery of World Environment Day.
- Review and approval of the North Baffin and Keewatin Land Use Plans.
- Developed and released ‘Nunavutized’ Environmental Guidelines, including *Hazardous Waste Diversion Guidebook; Guidelines for Lead; and Guideline for Fluorescent Lamps.*
- Initial draft of Climate Change Strategy completed.
- Completed Inuit Qaujimanituqangit Climate Change Studies (Kivalliq).
- Established the *Canada – Climate Change Impacts Adaptation Research Network-North (C-CIARN-N)* in Nunavut.
- Completed and released greenhouse gas emission inventory and forecast.

Priorities (2003-04)

- Coordinate Environment Week Activities and the organization and delivery of World Environment Day.
- Publication and public release of the updated Environmental Protection Guidelines.
- Continue to lead the Household Hazardous Waste Collection Day.
- Develop and release of the Hazardous Waste Management Manual for Municipal Landfill Operators publication.
- Continue monitoring and cleanup of contaminated orphaned sites owned/managed by the Government of Nunavut.
- Develop and release the Nunavut Climate Change Strategy, and implement approved initiatives.
- Release the first annual green house gas emissions inventory and forecast.

Fisheries and Sealing

Business related to fisheries and sealing focuses on developing viable and sustainable fishery sectors that will ensure that all revenues and opportunities derived from the territorial resources remains in Nunavut. Through implementation of the Nunavut Sealing Strategy, Nunavut Fishing Strategy and providing support to the fur industry, fisheries and sealing programs works towards maximizing economic opportunities for the residents of Nunavut within the overall principles of conservation and sustainability.

Objectives

- In cooperation with key stakeholders, support the fisheries and sealing industries.
- Encourage and support a viable and sustainable fishing industry.
- Encourage and support a viable and sustainable fur industry.

Programs	Main Estimates (\$000)	2002-03	2003-04
Fisheries and Sealing Industry Development		913	934
This program fosters growth in Nunavut's fisheries sector through research, information dissemination of investment potential, liaison with Department of Fisheries and Oceans (DFO) on fishery issues facing the territory, providing information to communities, profiling the sealing industry to Canada and the international community, training, and sector development.			
Commercial Fisheries Freight Subsidy		230	230
The purpose of this program is to provide assistance to Commercial Nunavut fisheries to offset the high freight and/or production costs associated with their operation in order for them to be competitive with their southern counterparts.			
Fur Pricing Program		120	70
The fur price program assists harvesters with selling their furs for competitive prices and provides quick upfront payments for their skins. The sealskin purchase component, now the largest component of this program, was introduced to help revitalize sealing in Nunavut, and to put cash in the hands of harvesters. The program also encourages the full use of skins through household use of surpluses available from the traditional food hunt.			
Total, Fisheries and Sealing		1,263	1,234

Accomplishments (2001 & 2002)

- Promotion of the sealing industry, as a whole, and increased pricing scale for high-grade skins.

- Nunavut guaranteed 100% of NAFO Division OA turbot quota.
- Formation and development of the Baffin Fisheries Coalition.
- Development of a MOU with the Baffin Fisheries Coalition.
- Nunavut granted 2,500-ton shrimp quota in Nunavut Settlement Area.
- Successful test fisheries in Kugluktuk and Pangnirtung.
- Fisheries Development and Diversification Program Policy developed.

Priorities (2003-04)

- Continue promotion and marketing of Nunavut sealskins to ensure the current market is maintained.
- Support the continued organizational development of the Baffin Fisheries Coalition through the MOU.
- Expansion of turbot fishery for Nunavut in NAFO Division OA.
- Support vessel investment and/or joint venture options for Nunavut's offshore fishing industry.
- Development of extensive exploratory/test fisheries program for the Territory.
- Facilitate the implementation of fisheries related training in Nunavut.
- Development of the Nunavut Fisheries Strategy.
- Development of the Nunavut Sealing Strategy.
- Development of Nunavut Fisheries Observer program in cooperation with DFO.

Minerals, Oil and Gas

Business related to the minerals, oil and gas sector focuses on support for the development of a sustainable mining and petroleum industry in Nunavut. This line of business promotes the development of an effective regulatory environment and develops programs that build capacity in communities to positively benefit from mineral, oil and gas developments. Development of sound information bases to support growth within the mineral, oil and gas sectors is also essential.

One of the key focuses of this business line is to advance discussions with Canada regarding devolution of authority for land and resource management. The role of minerals, oil and gas is largely to advocate, coordinate and facilitate development, including scoping the development of a *Nunavut Mining Act* and associated regulations with the Federal Government and NTI.

Objectives

- Develop streamlined permitting and regulatory regimes and legislation to support resource management and development.
- Build investor confidence through government liaison with industry, between industry and communities, local service sectors and workforce sectors.
- Support prospector development through the provision of information, education, technical and financial support to prospectors.

- Build an understanding of mineral exploration and mining throughout Nunavut through community education and awareness building.
- Develop Nunavut's geoscience information infrastructure.

Programs	Main Estimates (\$000)	2002-03	2003-04
Resource Industry Development		579	525
The purpose of this program is to foster growth in Nunavut's resource sector through the provision of information on mining and petroleum resource potential, regulatory regimes, investment, labour, and businesses services.			
Prospector Development		409	414
Established under the Prospector Development Policy, this program invests in the provision of primary geoscience information through support for prospectors in Nunavut.			
Geo-Science		473	476
The Geoscience Program, in partnership with INAC and NRC is focused on the development of information infrastructure in Nunavut with the intent of increasing investment in the mining industry, increasing understanding of the geology of Nunavut, GIS services and training, and building local expertise in geoscience.			
Community Minerals Awareness		420	407
This program area involves building awareness of minerals and petroleum resource issues in the communities so that communities can respond to development from a position of knowledge and understanding of potential impacts and opportunities.			
Total, Minerals, Oil and Gas		1,881	1,822

Accomplishments (2001 & 2002)

- Options for devolution of land and resources from Canada developed.
- Nunavut Geoscience Partnership at full capacity, including production of preliminary maps from project areas resulting in over \$5 million industry investment.
- *Preparing for Mining Development in Nunavut* report released.
- Delivered mineral exploration field assistants course in partnership with federal and territorial departments, Inuit organizations, and industry.
- Prospector development program delivered in 13 communities with 143 graduates.
- Financial and technical support provided to 34 independent community based prospectors.

- *Nunavut Mining, Mineral Exploration, and Geoscience* report produced in partnership with NTI, INAC, and the Canada-Nunavut Geoscience Office.

Priorities (2003-04)

- Develop mineral exploration and mining policy options.
- Support strategy for building small fixed and rotary wing aircraft infrastructure in Nunavut.
- Support strategic road and port projects in support of sustainable development.
- Work with Natural Resources Canada (NRCan) and INAC to facilitate oil and gas exploration and development activity in Nunavut.
- Commence with the second generation of geoscience projects.
- Provide free access throughout the territory to the existing digital topographic database of Nunavut.
- Continue prospector development, through assistance to prospectors to complete agreements with industry.

Parks, Conservation Areas and Tourism

Parks, conservation areas and tourism focuses on the establishment, planning, management, and operation of parks and other protected areas, as well as the development, packaging and promotion of attractions for tourism purposes. In cooperation with Nunavummiut, this line of business showcases Nunavut's protected areas locally, regionally, nationally, and internationally, to ensure protected areas continue to reflect Nunavut's unique heritage, and the spirit, principles and special relationships established through the Nunavut Land Claims Agreement, and the Inuit Impact and Benefits Agreement for Territorial Parks. This line of business also plays a strong role in the development of Nunavut by supporting communities in providing local tourism and community opportunities. Within this context, territorial parks have a more important role to play in protecting and managing our natural, cultural, and recreational heritage.

Objectives

- Ensure parks and conservation areas are representative of our cultural and natural heritage, landscapes, habitats, and features.
- Support parks, conservation areas, and tourism through capital planning and development.
- Support the development of the tourism industry in Nunavut, and the marketing of its products.
- Ensure tourism development is environmentally responsible and economically viable, characterized by professional delivery, and operating in harmony with Nunavut culture and tradition.

Programs	Main Estimates (\$000)	2002-03	2003-04
Protected Areas Planning		297	315
This program is designed to ensure that parks and protected areas are representative of recreational, cultural and natural heritage, landscapes, habitats, and features throughout Nunavut.			
Capital Planning		889	946
The Capital Planning program supports the development of tourist attractions and information services, including airport displays, exhibits for visitor centres, park infrastructure, attraction planning and development, and tourism strategic planning for communities.			
Tourism Development		2,364	2,453
The purpose of the Tourism Development Program is to foster economic growth, jobs and income within the tourism sector through:			
<ul style="list-style-type: none"> • the provision of marketing and promotion, development of Nunavut tourism products, training and capacity building within the tourism sector; • development of tourism policy and legislation, licensing, regulation and enforcement, research of tourism trends and gaps, and development and operation of tourism attractions. 			
Total, Parks and Tourism		3,550	3,714

Accomplishments (2001 & 2002)

- Completed negotiations for the Umbrella IIBA for Territorial Parks.
- Completed background studies and Nomination Document that led to the nomination of the Coppermine as a Canadian Heritage River.
- Completed Attraction Development Studies in non-decentralized communities of Coral Harbour, Clyde River, Hall Beach and Kugaaruk.
- Completed independent review of Polar Bear Incident in Katannilik Park.
- Completed Nunavut Tourism Strategy.

Priorities (2003-04)

- Develop a new Nunavut Parks Program and System Plan.
- Establish Joint Planning and Management Committees for all Territorial Parks in Nunavut.
- Commence negotiations for Inuit Impact Benefit Agreements for Conservation Areas.
- Develop Cruise Ship Management Plan for Nunavut.
- Develop Management Plan for a Northwest Passage Legacy Event.

Wildlife

This line of business stems from a legislated mandate for the management of terrestrial wildlife species in Nunavut. From this mandate flow a series of wildlife management programs and services, including the administration, enforcement and implementation of the *Wildlife Act* as well as delivery of associated wildlife management programs. In addition to the *Wildlife Act*, wildlife management is also responsible for fulfilling GN responsibilities under a wide range of federal legislation and national agreements, as well as international agreements, conventions and treaties relating to wildlife.

Paramount to this line of business is the goal of achieving a balanced approach to wildlife management that meets legislative requirements, uses a blend of science and Inuit Qaujimajatuqangit and incorporates the values and needs of Nunavummiut.

Objectives

- Conduct wildlife research to improve our ability to make wildlife resource management decisions.
- Develop wildlife management plans to ensure sustainable population levels are maintained.
- Development of legislation related to wildlife resources.
- Ensure legislative and regulatory compliance through enforcement.
- Promote conservation of wildlife resources through environmental education.

Programs	Main Estimates (\$000)	2002-03	2003-04
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Regional and Wildlife Co-Management		5,473	5,303
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This program forms the main coordinating body for all of the wildlife management functions and serves as the link between the Wildlife business line and the Executive. The program is subdivided into a number of areas, including finance and administration, program management, intergovernmental/interagency affairs, legislation and regulation development, conservation education, training and operations, licensing and permitting.

This program also covers the delivery of wildlife management responsibilities at the community level. The main component of the program is a network of wildlife officers and managers across Nunavut who are responsible for enforcement, compliance and monitoring to ensure wildlife laws and regulations are followed. This program also serves as the main communication link with communities on a variety of other programs relating to use of renewable resources.

Wildlife Research		3,198	3,194
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The wildlife research program funds research biologists, technicians, and a series of wildlife research projects in Nunavut. The program involves the collection of scientific research and IQ data in order to make wildlife management decisions such as harvesting quotas, establishment of hunting seasons, hunting zones/boundaries, land-use designations and environmental impact assessments.

Community Harvesters Assistance 251 251

The Community Harvesters Assistance program focuses on providing support to individuals who depend on subsistence harvesting for a significant portion of their livelihood. The program varies across Nunavut, depending on individual/community needs and priorities.

Hunters and Trappers Organizations (HTOs) 317 317

This program areas involves provision of core operating funding to each of Nunavut's 25 community based HTOs to allow them to play an active role, with the GN, in the local management of renewable resources.

Regional Wildlife Management Boards 223 223

This program area involves provision of core operating funding to each of Nunavut's three Regional Wildlife Organizations (RWOs). This funding allows RWO's to play an active role, with the GN, in the regional management of renewable resources.

Wildlife Community Support and Contributions 124 89

This program administers a series of programs designed to support individuals and organizations involved in the harvesting and management of wildlife in Nunavut.

Total, Wildlife 9,586 9,377

Accomplishments (2001 & 2002)

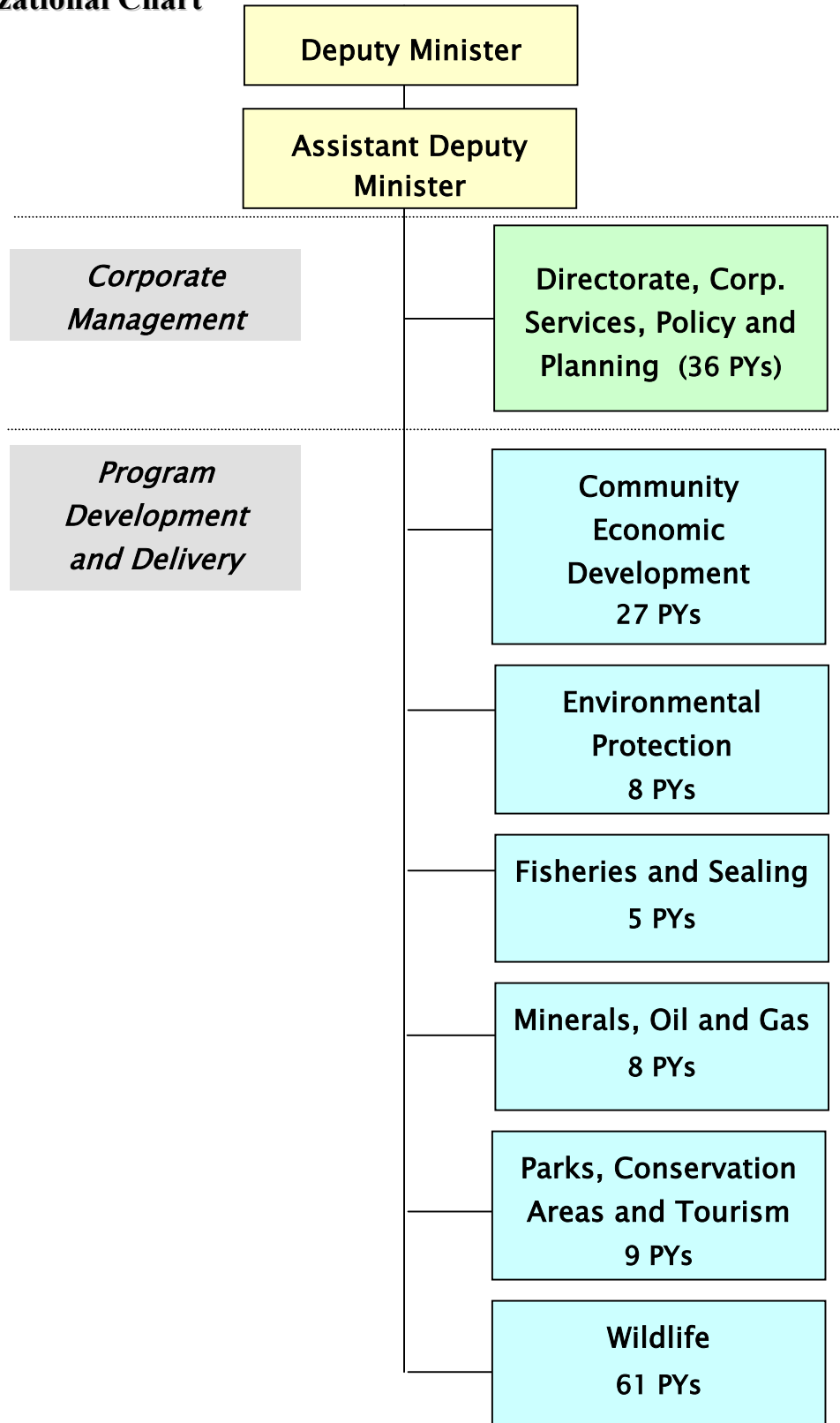
- Initial framework established for the development of new wildlife legislation.
- Completed the review of the Harvesters Program.
- Completed Phase II of the Wildlife Officer Training Program.
- Draft Thelon Game Sanctuary Management Plan completed.
- Part I of Polar Bear MOU consultations completed.

Priorities (2003-04)

- Facilitate the enactment of a new Nunavut *Wildlife Act*.
- Commence community consultation and drafting of new regulations under the Nunavut *Wildlife Act*.
- Introduce the Conservation Trust Fund and revised wildlife revenue schedules.
- Present completed polar bear MOUs for ministerial approval.
- Renewal of existing inter-jurisdictional wildlife management agreements with Manitoba and the Northwest Territories for the Bathurst Caribou Herd and Beverly Qamanirjuaq Caribou Herd.
- Ensure a minimum of one Wildlife Officer is based in every community in Nunavut.

APPENDIX A – Organizational Structure and Budget

Part 1 – Organizational Chart



APPENDIX A

Part 2 – Departmental Roles

In 2002-2003, the Department of Sustainable Development had a total staff complement of 158 staff positions (154 approved full-time equivalent positions, and four Vote 4 funded positions). The Department is headquartered in Iqaluit, and is structured into three functional areas:

- Corporate Management
- Operational Divisions
- Regional Operations

Corporate Management

Corporate Management, based in the headquarters office, is responsible for overseeing the overall management and operations of the Department including policy development, corporate and human resource management, and communications. Corporate Management includes three divisions, namely: Directorate, Corporate Services and Policy and Corporate Planning Divisions.

Directorate Division

The Directorate is responsible for overall management and direction of the Department and communicates through the offices of the Deputy Minister and Assistant Deputy Minister.

Corporate Services

The Corporate Services Division is responsible for financial management and administration, staff development, staffing, regional/partner training, and controllership support services for the Department and its associated Corporations. The Division also prepares all budgets, tracks expenditure control, prepares funding submissions and evaluates program performance.

Policy and Corporate Planning

The Policy and Corporate Planning Division is responsible for research, information, analysis, development and advice regarding corporate and strategic policy and legislation development. The Division is also integral to supporting Inuit Qaujimajatuqangit into all departmental activities. The Division coordinates and supports all Department submissions to Cabinet, including board and agency appointments and communications.

Operational Divisions

The Department's six Operational Divisions, are responsible for regulatory and program delivery functions, many of which are related and interconnected. These divisions include Community Economic Development and Trade; Environmental Protection; Fisheries and Sealing; Minerals, Oil and Gas; Parks, Conservation Areas and Tourism; and Wildlife.

Community Economic Development and Trade

The Community Economic Development and Trade Division works in partnership with communities, third party program delivery agencies, the territorial and federal governments, and Inuit organizations to develop and provide policy support, programs and services in support of community and business development. In addition, the Division is also responsible for CED and sectoral research, and all trade issues related to Nunavut at the territorial and national levels.

The Community and Economic Development and Trade Division also funds the *Nunavut Business Credit Corporation* (NBCC). The NBCC is an independent corporation, which supports community-based business development by lending to entrepreneurs in the private business sector in Nunavut.

Environmental Protection Services

The Environmental Protection Services Division's legislative authority is derived from the *Environmental Protection Act*. The Division reviews and regulates all development activities within Nunavut in co-management with the Nunavut Impact Review Board (NIRB) and the Nunavut Water Board (NWB). The Division also represents Nunavut on all inter-jurisdictional environmental matters, and coordinates the prevention, monitoring and clean-up of all spills on Commissioner Lands. The Division also coordinates GN positions related to land use plans developed by the Nunavut Planning Commission.

Fisheries and Sealing

The Fisheries and Sealing Division is responsible for developing a viable and sustainable fishery sector that will ensure that all revenues and opportunities derived from the territorial resources remains in Nunavut. The Division is also the lead for implementing the Nunavut Sealing Strategy and providing support to the fur industry.

Minerals, Oil and Gas

The Minerals, Oil and Gas Division, works in partnership with the federal government, NTI and industry to support development of a sustainable mining industry in Nunavut. The division promotes the development of an effective regulatory environment and develops programs that build capacity in communities to positively benefit from mineral, oil and gas developments. The

Division also coordinates the development of sound information bases to support growth within the sector.

Parks, Conservation Areas and Tourism

The Parks, Conservation Areas and Tourism Division responsibilities stem from the *Parks Act*, *Travel and Tourism Act* and Article 8 of the *NLCA*. The Division develops and delivers the Nunavut Parks and Conservation Areas Program, as well as tourism support either directly or through third party agreements including capital planning, infrastructure, information services, marketing, promotion and research.

Wildlife

The Wildlife Division is responsible for the *Nunavut Wildlife Act*, which provides for a co-management regime with the Nunavut Wildlife Management Board (WMB). The Division also provides scientific advice balanced with knowledge gained from Inuit Harvesters to form the basis for wildlife management decisions. Additionally, the Wildlife Division provides training and support to wildlife officers and coordinates conservation education and public education on wildlife management.

Regional Operations

Through regional operations, DSD ensures that departmental programs are delivered and administered to meet the specific needs of each region and the communities within. Regional offices deliver community and business programs, as well as maintain close ties and linkages with all areas of Government of Nunavut operations including wildlife management, community governance and education. The three regional offices for the Baffin, Kivalliq and Kitikmeot regions are located in Pond Inlet, Rankin Inlet and Kugluktuk respectively.

In addition to Regional Operations, a number of DSD's organizational units have staff positions based throughout the territory. Through regionally based Environmental Protection Officers, Geologists, Finance and Administration Staff, and community-based Wildlife Officers, the Department maintains a strong community presence. This presence will increase in the upcoming years as branches of the Wildlife Division are decentralized to Igloolik and the Community Economic Development and Trade Division is decentralized to Pangnirtung. Additionally, the Nunavut Business Credit Corporation (NBCC) is based out of Cape Dorset.

APPENDIX A

Part 3 – Financial Summary

Branch	2002 - 2003 Main Estimates		2003 - 2004 Main Estimates	
	\$000	PYs	\$000	PYs
Corporate Management				
Salary	3,041		3,090	
Grants & Contributions	0		0	
Other O&M	1,074		784	
Subtotal	4,115	37	3,874	36
Program Development and Delivery				
Salary	9,322		9,494	
Grants & Contributions	15,884		16,379	
Other O&M	6,131		5,555	
Subtotal	31,337	119	31,428	118
Total	35,452	156	35,302	154

APPENDIX B – Report on Decentralization

The Department of Sustainable Development is one of the more decentralized departments in the Government of Nunavut. We have a total of 118 non-Iqaluit positions, with six regional offices, a major presence in seven decentralized communities and at least one employee in all Nunavut communities.

The following programs are (or will be) based in decentralized communities:

- Community Economic Development (CED): **Pangnirtung, Rankin Inlet**
- Minerals Oil and Gas: **Arviat, Kugluktuk**
- Nunavut Business Credit Corporation: **Cape Dorset**
- Wildlife: **Igloolik**
- Regional Offices: **Pond Inlet, Rankin, Kugluktuk, Arviat**

Human Resource Disposition

The following chart indicates the human resource disposition of the Department of Sustainable Development by community, as of September 30, 2002.

	Total Positions			Beneficiaries	
	Total Positions	Vacancies	% Capacity	Hired	% IEP
Arctic Bay	1	0	100%	0	0%
Arviat	13	5	62%	3	38%
Baker Lake	1	0	100%	1	100%
Cambridge Bay	2	0	100%	1	50%
Cape Dorset	6	1	83%	2	40%
Chesterfield Inlet	1	1	0%	0	0%
Clyde River	1	0	100%	0	0%
Coral Harbour	1	0	100%	0	0%
Gjoa Haven	1	0	100%	0	0%
Grise Fiord	1	0	100%	1	100%
Hall Beach	1	0	100%	1	100%
Igloolik	23	9	61%	2	14%
Iqaluit	53	22	58%	7	23%
Kimmirut	2	0	100%	1	50%
Kugaaruk	1	0	100%	1	100%
Kugluktuk	17	4	76%	5	38%
Nanisivik	0	0	0%	0	0%
Pangnirtung	11	7	36%	1	25%
Pond Inlet	14	7	50%	4	57%

(table continued on following page)

Department of Sustainable Development

Qikiqtarjuaq	1	1	0%	0	0%
Rankin Inlet	14	3	79%	5	45%
Repulse Bay	1	0	100%	1	100%
Resolute Bay	1	0	100%	1	100%
Sanikiluaq	1	0	100%	0	0%
Taloyoak	2	1	50%	1	100%
Whale Cove	1	1	0%	0	
Total	171	62	64%	38	35%

The Department of Sustainable Development is in the process of moving our Community Economic Development headquarters positions to Pangnirtung and our Wildlife headquarters positions to Igloolik. We expect to complete decentralization by summer 2003.