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Executive Summary

Since its inception, the work of the Nunavut Municipal Training Organization (MTO) has evolved into three core activities – Training, Program Development, and Administration. Training itself is further subdivided into three categories: the **Municipal Government Certificate Program (MGP)**, **Protection Services** and **Targeted Training**. The MTO’s primary mandate continues to be the training of municipal employees. In reality though, the MTO offers training that is open to all Nunavummiut. As many as one third of all participants who receive MTO training have been either unemployed or non-municipal employees.

Corporate History

In 2002, a Nunavut Association of Municipal Administrators (NAMA) and Community Government & Transportation (now CGS) steering committee worked with a consultant to develop structures, courses and budgets to meet the training needs identified by municipalities at that time. The resulting recommendations led to the incorporation of the MTO as a non-profit society in February 2003.

Historic Training Needs of Nunavut Municipalities

In 2002, the first municipal staff “Training Needs Assessment” was completed. At that time, municipal Senior Administrative Officers (SAOs) identified the top three barriers to effective municipal training:

- Cost involved, or the lack of funds
- Staff “down-time,” or difficulties in arranging time away from the job
- A reluctance to leave the community for various reasons

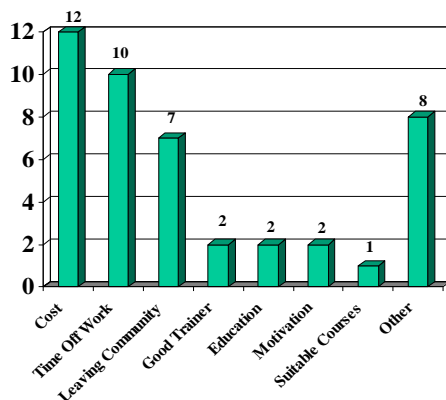


Fig 1 - Municipally Identified Barriers (2003)

Training needs and cost ranked as the most important factors in the decision. Program certification and credit towards a College program rated as the least important factors.

On-the-job training, three-day concentrated workshops, and seven to 10-day courses were seen as suitable choices for particular client segments.

Distance delivery was seen as a partial option at best; however, there was recognition that electronic delivery would be part of the future and has since become the most viable option for training the staff of 25 remote communities.

Recommendations Leading to MTO

The Training Needs Assessment respondents indicated that a new partnership between CGS and NAMA was the most desirable vehicle for providing training. NAMA put forward a training proposal that would see NAMA take on the responsibility for municipal training. The advantages to this plan were the ability to be more responsive, flexible, and to raise funds that were not accessible to governments (e.g. aboriginal training funds). In addition, the Department of CGS and its regional offices remained important stakeholders with responsibilities for assisting communities.

There was a need to move forward with a common vision. It was recommended that the Department adopt a cooperative approach with NAMA and the Nunavut Association of Municipalities (NAM) and that a new non-government training organization be established to focus solely on the delivery of training to municipalities. Using this approach, each of the stakeholders would be represented on a governing body, and the training organization would be funded in part by a contribution agreement from CGS and in part by third party sources.

Program Implementation

Further recommendations were approved by the MTO Steering Committee in December 2002, which led to the hiring of its first Executive Director and incorporation as a non-profit society in February 2003. The by-laws of the society identified the SAO in each municipality as a voting member and designed the Board of Directors to consist of two NAMA members and two CGS representatives. Two staff members were initially “soft” seconded from CGS to work with the Executive Director.

MTO programming began by running a number of accounting, AccPac, computer, first aid and drivers’ training courses. Program development included a plan for the Nunavut Municipal Knowledge Network.

During its first full academic year, MTO far exceeded the originally recommended “nine courses in each of the three regions in each of the first two years”. Sixty-six courses were delivered across the territory with 646 seats filled.

The program was expanded to include HR Management, Class 3/Air Brakes, Airport Operations, Water/Wastewater/Solid Waste, Maintenance Management, Proactive Safe Driving, Works Management, Municipal Liaison Officers, Emergency Medical Responders, Workplace Safety, Fire Prevention, By-Law Enforcement, Recreation Facilities and Land Administration.

As a body designated to identify specific training objectives, the first Technical Advisory Committee met to consider a draft performance measurement report and how best to identify and share the proven ‘best practices’ amongst municipalities. The first annual Municipal Performance Measurement Report (MPMR) was completed. This documented trends from five years of data ending with the 2002/03 audit and covering over 40 performance indicators.

During that first year, MTO had excellent financial results – filling over 650 seats and providing over 5,800 training days. Delivery expenditures were within 1% of budget while overall expenditures came in with a \$12,000 surplus – again within 1% of total revenues.

Between April and September 2004, MTO worked with the Genesis Group of Yellowknife to develop course materials required for that fiscal year of the MGP. Through a Memorandum of Understanding (MOU) with the School of Community Government in the NWT, MTO was able to access starting materials and modify them to become Nunavut-specific. This process continued in each of the three years of the first delivery cycle.

The current model for MGP delivery has changed significantly and the MTO prefers single-year contracts with NAC.

A joint effort between the GN's Emergency Services, the GN's Office of the Fire Marshall (OFM) and MTO continues for firefighting and Ground Search & Rescue (SAR) courses. The cornerstone of municipal firefighter training continues to be the General Level Firefighter course that was developed in Nunavut by the OFM. Additional courses include the Level 1, Level 2, Fire Educator, Basic/Advanced/Management SAR.

Targeted Training continues to expand, as funding becomes available, to address specific community needs. Targeted Training includes Class 3/Air Brakes, Driver upgrading, heavy equipment operator training and AccPac. Later, Professional Drivers' Upgrading (Alberta Motor Association) and recreation-related training were added to the stream.

Over the years, key funding partners have included:

- Nunavut's 25 Municipalities
- GN Department of Community and Government Services
- GN Department of Culture, Language, Elders & Youth (CLEY)
- GN Department of Economic Development & Transportation (EDT)
- GN Department of Education
- DIAND / INAC / AANDC
- Kakivak Association
- Kitikmeot Economic Development Commission
- Kivalliq Partners in Development
- Nunavut Arctic College which contributed to development of MGP materials
- Nunavut Housing Corporation
- NTI (for contributions towards Class 3/Air Brakes training)
- CanNor (Canadian Northern Economic Development Agency)
- Kitikmeot Inuit Association

Previous Year - 2013/14: Operations & Training Review

MTO has seen continuing progress towards the goals established in 2002. Many students who enrolled in the MTO programs returned to their respective workplaces with an enhanced capacity to effectively deliver municipal services in their communities.

The MTO suffered from some staffing shortages in 2013/14 with the resignation of its Manager of Community Training, and Community Training Officer, while the Administration Assistant passed away tragically. These positions have taken a long time to fill and are still vacant, though the hiring process has been initiated for each position and casual staff have filled in when available. The MTO Board President changed twice in the 2013/14 fiscal year and this instability also affected the output of the organization.

Municipal Government Program

The Municipal Government Program (MGP) was launched in September 2004 and was delivered in partnership with the Nunavut Arctic College. The first delivery cycle took three years and was completed in the 2006/07 fiscal year. This first cycle offered all courses in the program and was delivered face-to-face throughout Nunavut. The program was a success and Senior Administrative Officers (SAOs) voted to continue delivery of the program.

Last year (2013/14), significant changes were undertaken by the MTO to enhance the courses in the Municipal Government Program. Technical Advisory Committees were re-established and a contractor hired to coordinate these committees. The MTO received a financial contribution from AANDC to perform a comprehensive review of the Finance Officer stream of courses. That work was completed in March of 2014 and new Finance Officer courses will be delivered in September 2014.

The MTO has also developed the first online, accredited course in Inuktitut for Nunavut Radio Broadcasters. This course was developed in partnership with the GN's Department of Culture & Heritage with technical advice from the Kugluktuk Radio Society, the Arviat Radio Society and the CBC. This course will be offered in the next fiscal year.

The MTO also began development of a Bylaw Officer Stream of MGP courses and the first consultation with Nunavut's Bylaw Officers took place in March 2014. The courses in development will be ready for delivery in 2014/15, likely the fall. These courses will be face-to-face and augmented by the *Municipalities & the Law* course. Two further courses will need to be developed in 2014/15 to fulfill NAC's requirements for issuing a certificate in Municipal Government.

This year, there were **86** participants on **21** MGP courses. This number represents a significant decrease from 2011/12 where there were **175** participants on **22** courses.

This past year the MGP program started very late. This is due to staffing issues at the Nunavut Arctic College and reluctance by the Nunavut Arctic College to follow the GN's Procurement RFP process for MGP course delivery. Due to the late start, many courses had to be cancelled and/or postponed. Staffing shortages at the MTO have also contributed to

lower enrollment in course that did go ahead as planned.

The total cost for the delivery of the entire MGP lineup of courses for 2013/14 was **\$857,349.71** while estimated expenditures for the entire lineup of MGP courses are **\$784,000** for 2014/15.

Protection Services

Protection Services training involves all firefighter training for Nunavut's municipal firefighters and ground Search & Rescue (SAR) volunteers.

Firefighter Training

The MTO and the Office of the Fire Marshall (OFM) conducted **18** courses and/or competitions throughout the territory. Many of the training courses conducted were *General Level Firefighter* courses held in the community. There were 10 *General Level Firefighter* courses last year. In addition to the Nunavut Firefighter Competition held in Rankin Inlet in August 2013, the MTO and OFM sent a team of firefighters to the National Aboriginal Firefighter Competition in Walpole Island, Ontario.

This was the second year that the MTO and the OFM conducted a Fire Prevention Seminar for local fire & life safety educators. This course was conducted in partial fulfillment of the Government of Nunavut's strategy to reduce preventable fires in the territory.

There were a total of **150** participants on **17** courses last year.

The total cost for the delivery of the entire firefighter lineup of courses and competitions for 2013/14 was **\$900,000** while estimated expenditures for the entire lineup of firefighter courses and competitions are expected to be **\$900,000** for 2014/15.

Ground Search & Rescue Training

The MTO and the Emergency Services Directorate conducted **9** courses throughout the territory last year. The GSAR program involves three levels of courses to be conducted at the National Search & Rescue Secretariat standard: *Basic*, *Advanced*, and *Management*. The *Basic* courses are conducted in the community while the *Advanced* and *Management* courses are conducted regionally or territorially. These courses are nationally standardized (as are some of the firefighting courses) and therefore, the MTO does not set curriculum for GSAR.

There were a total of **66** participants on **9** courses last year.

The total cost for the delivery of Ground Search & Rescue courses for 2013/14 was **\$250,000** while estimated expenditures for the entire lineup of GSAR courses are **\$250,000** for 2014/15.

Targeted Training

Targeted training courses remained highly popular in 2012/13. This stream involves a high number of non-related courses that provide for specific community requests. The MTO conducted the following Targeted Training in 2012/13 (**number of courses/number of participants on all courses**):

- MMOS community-specific courses **(4/20)**
- Municipal Solid Waste Management: Phase 1 **(1/9)**
- Municipal Solid Waste Management: Phase 2 **(1/9)**
- Recreation Facility Operations course **(1/10)**
- Heavy Equipment Operator course **(2/6)**
- Class 3/Airbrakes courses **(5/45)**
- SAO Professional Development **(1/20)**
- Nunavut Water Licence Compliance Symposium **(1/45)**

The MTO secures funding for Targeted training courses through a number of partners. Each partner requires specific reporting procedures for financial statements and specific parameters for course success.

Last year, the MTO partnered with the following organizations, government departments and groups to conduct specific training (**course**):

- CGS; Sports & Rec (**Rec Facility Operator**)
- Nunavut Community Infrastructure Advisory Committee (**MMOS, Municipal Solid Waste Management - Phase 1 & 2, SAO PD, Class 3/A**)
- Human Resource & Skills Development Canada (HRSDC) and Kakivak (**Class 3/Airbrakes courses in Iqaluit, Pond Inlet and Qikiqtarjuaq**)
- HRSDC and Kitikmeot Inuit Association (**Heavy Equipment Operator + Class 3/Airbrakes course in Cambridge Bay and Kugaaruk**)
- GN; CGS Community Development (**Nunavut Water Licence Compliance**)

Other Projects

The MTO often takes on other projects as directed by the membership at large and the MTO Board of Directors. Last year, the MTO conducted two additional projects (**funding partner**):

- A bilingual, accredited online *Radio Broadcaster* course for community radio stations (**GN; Culture & Heritage**)
- A Nunavut Water Licence Compliance Symposium for all SAOs, Works Foremen and elected officials from the municipality. Outside regulators such as the Nunavut Water Board and AANDC participated in this symposium (**CGS; Community Development**)
- The Monitoring and Evaluation Division of CGS reviews the audited financial data from each municipality and calculates trends over a 10 year period. The MTO uses these performance indicators and presents this data in tables and graphs in both English and Inuktitut. The result is the development of the annual Municipal Performance Measurement Report (MPMR). This was the eighth printing of the report (**CGS; Community Development**)

Comparing Results of 2012/13 with 2013/14

The steps taken by the MTO in 2013/14 to reduce training costs while improving the number of training seats and opportunities (community training where possible instead of regional training courses, online training, new partnerships etc.) are reflected in the yearly comparison with our prior year.

	2013/14	2012/13
Delivery Expense	\$0	\$2,462,805
Total # of Training Days	4,665	5,530
Total # of Courses	66	63
Total # Participants	522	576
Average Cost per Participant	\$0	\$4,275
Average Cost per Training Day	\$0	\$445

Current Year – 2014/15: Operations Outline & Training Plan

Administration and Program Development

The administration of the MTO includes all the costs of running the organization on a day to day basis. This includes salary and benefits for an Executive Director, office supplies, in-kind expenditures based on an 'In-Kind' contribution from CGS, communications, promotions, translations, travel, training, audit etc. The Executive Director is the only employee of the MTO; other positions are 'soft-seconded' to the MTO from CGS, Community Development.

Administration costs are estimated at **\$515,500**; of which \$300,000 is an in-kind contribution from CGS. This contribution assists with the seconded employees' salaries, office space, and other similar expenses. A detailed budget can be found on page 30 of Appendix A.

CGS is a major partner of the MTO. CGS is responsible for programs and services that support Nunavut's communities. CGS provides community development while the MTO provides the training for staff, along with programs and funding that enhance each community's capacity to effectively deliver municipal services. Other Government of Nunavut partners include the Department of Culture & Heritage and the Department of Education.

MTO receives direct input from the Nunavut Association of Municipalities and the Nunavut Association of Municipal Administrators (NAMA). Each NAMA member is also a member of MTO, with two of the four directors on the MTO's Board of Directors represented by CGS and two from NAMA. Without the support of partners such as these, along with Nunavut Arctic College, Federal / Territorial Government departments, and Inuit organizations, MTO would not be able to offer quality training that meets the immediate and long-term needs of the municipalities.

MTO Operations

The MTO operational budget includes website development projects and operation of the website, office supplies, employee staff housing, accounting and legal fees (which includes a once/year audit), advertising/promotions, and translations for the printing of presentations to different public bodies such as NAMA and NAM. The MTO also maintains a travel budget.

Travel and per diems cover the Executive Director for costs including the MTO Annual General Meeting, NAMA AGM and Regional Mayors' meetings. Travel costs for seconded CGS staff in the 2013/2014 fiscal year will continue to be covered by CGS, Community Services.

2014/15 Municipally Identified Training Needs

Late in the previous fiscal year (January 2013), municipalities complete a Training Needs Assessment for their municipality and it is upon these results that the MTO plans training for the upcoming fiscal year.

Unfortunately, only 19 of Nunavut's 25 communities responded to the survey this year and requests for training are substantially lower than in previous years due to this.

Detailed responses to each course are catalogued by the MTO in a database; however, the total number of seats requested (by region and training stream) is as follows:

Region	MGP	Protection Firefighter / GSAR	Targeted
Qikiqtani (13 municipalities)	207	58 / 12	137
Kivalliq (7 municipalities)	95	64 / 27	78
Kitikmeot (5 municipalities)	199	47 / 0	77

Municipal Government Program

The **Municipal Government Program** is designed so that each participant takes five “core” courses. Successful completion of those five “core” courses is recognized with a “Record of Achievement” from the Nunavut Arctic College. The Nunavut Arctic College, as an ascribed post-secondary institution, is able to accredit MGP courses so that each course is worth college credit and fully transferrable.

To receive a certificate in their chosen field, candidates take a further five courses in any of seven specialty areas. Many of these specialized courses are also recognized with equivalencies from NAC, enabling students to continue their education if they so choose. This program has helped many students become better qualified in their current roles or become eligible for more responsible positions. It has also assisted numerous community members to become lifelong learners.

For fiscal year 2013/14, the MTO has entered into a new conditional contract agreement with Nunavut Arctic College to deliver MGP courses in its regional campuses (Iqaluit, Rankin Inlet and Cambridge Bay) or online. In addition to the existing five online core course offerings, each stream will feature four courses delivered online and a fifth courses; the capstone course, delivered face-to-face. All MGP courses are designed to strengthen the skills and increase the number of Inuit staff in the Municipal Government sector. This is the fifth conditional contract agreement established with the College.



Figure 2 - Municipal Government Program Streams

Core Courses

All five core courses will be offered online through online Distance Learning in 2013/14.

Introduction to Computers (online)

Participants of this course gain a conceptual and operational understanding of operating systems and software applications with an emphasis on Word-processing. There is sufficient reinforcement to enable participants to acquire useable skills.

Human Resource Management (online)

This course introduces the functions of HR Management within organizations and specifically within Nunavut. Topics include factors that impact on HR Management, recruitment, selection, job evaluation, compensation, benefits and administration, training and development, and employee relations.

Introduction to Northern Government (online)

This is a study of politics and the structure of governments with special application to the emerging structures of government in Nunavut. This includes a look at Aboriginal organizations, municipal governments, housing organizations, boards and agencies, and regional organizations.

Management Communications (online)

This course examines the theory and practice of communications in a management context with emphasis on both oral and written communications. The classes and assignments stress a strategic approach to management communications in order to enhance the effectiveness of professional communications.

Public Sector Finance (online)

This course outlines the public financial management process and acquaints students with principal aims, methods and practices of government budgeting. The municipal government's financial appropriation and control system is emphasized.

Specialty Courses**Finance Officer: *In Development***

Following up from the work completed in 2013/14, the MTO plans to utilize the advice and recommendations of the Finance Technical Advisory Committee to enhance and develop a new Finance Officer stream of courses in 2014/15. The new and enhanced Finance Officer stream of courses will be ready for delivery in 2015/16.

Assistant SAO:

Four of the five courses will be offered by online distance learning. The final course in the Assistant SAO stream is considered a capstone course and will be offered face-to-face at one of the regional campuses.

Council Governance (online)

This course is about how Councils work when Council members are: committed to the future of the community; have a clear, written understanding of their roles and responsibilities; and are actively listening to the residents they serve. Topics include characteristics of a well-functioning council, the roles and responsibilities of council, basic principles followed by councils and monitoring and evaluating councils.

Municipalities and the Law (online)

This course introduces the foundation, current practices and future possibilities of municipal government systems in Nunavut. Topics include: territorial legislation, bylaws, policies, procedures and guidelines.

Municipal Finances (online)

This course reviews the financial responsibilities in the operation of a municipal government. Emphasis is on the important financial practices that must be carried out, and provides information on what is necessary for effective budgeting and financial reporting.

Programs, Planning & Implementation (online)

This course will discuss ways to plan, implement and evaluate programs and services. It will help identify sources of influence in the community and the role of the manager in addressing conflicting demands.

Tenders, Contracts & Proposals (face-to-face course)

Frameworks for managing and implementing contracts at the municipal level are discussed – including guidelines provided by the Nunavut government, which may be adopted as standards for municipalities.

Works Foreman:

Four of the five courses will be offered by online distance learning. The final course in the Works Foreman stream is considered a capstone course and will be offered face-to-face at one of the regional centres.

Workplace Safety (online)

This course demonstrates how to carry out a safety self-assessment based on the Workers' Safety & Compensation Commission Safety Audit. Topics include effective safety programs, correcting deficiencies and maintaining worker safety consciousness.

Maintenance Planning (online)

This course emphasizes daily, weekly, seasonal and yearly preventative maintenance activities including setting standards, conducting and maintaining inventories, scheduling maintenance, writing instructions and keeping maintenance records. Participants will be introduced to the use of the Maintenance Management Operating System (MMOS).

Municipal Works Operations (online)

This course is an overview of the Community Works Management System. Topics include: scheduling municipal service delivery; activity based budgeting; activity analysis; asset analysis and productivity analysis.

Capital Planning & Project Management (online)

Capital Planning concepts and techniques are introduced. Topics include: identifying needs, confirming useful life of existing infrastructure, determining minimum community requirements, ensuring compatibility between program requirements and existing infrastructure, developing capital cost estimates which include O& M values, and preparing preliminary capital plans.

Water, Wastewater & Solid Waste Management (face-to-face course)

This course is about safe, clean drinking water, and the safe disposal of sewage and solid waste. The course provides information necessary to ensure these services are provided in the most effective, efficient, and safe manner as possible while meeting all statutory and regulatory requirements.

Recreation Leader:

Four of the five courses will be offered by online distance learning. The final course in the Recreation Leader stream and will be offered face-to-face at one of the regional centres.

Recreation Programming (online)

Methods of designing and implementing organized recreation programs are introduced. Participants will be given the opportunity to plan, design, implement and evaluate recreation programs.

Working with Boards & Volunteers (online)

This course looks at the community recreation system in Nunavut. Participants will gain an understanding of this system and how they can improve the recreation system in their communities by working more efficiently and effectively with volunteers. As it is applicable to many organizations and groups outside the municipal government, they are encouraged to take this course as well.

Recreation Activities (online)

Participants will get hands-on learning experience with a variety of different recreational activities. The participants will develop a knowledge base, leadership and organizational skills, along with teaching and coaching skills in a number of specific sports and recreational activities.

Risk Management (online)

This course will show the importance of a solid risk management program for facilities and includes the basic preparation and implementation of a life-cycle document. Other topics will include: recognizing problem areas, rights as an owner, right of patrons, working with your insurance company, and good health and safety practices. As it is applicable to many organizations and groups outside the municipal government, they are encouraged to take this course as well.

Facility Operations (face-to-face capstone course)

Facility scheduling and staffing, customer service, energy management, preventative maintenance and facility feasibility are covered in this course. It also examines facility regulations, administrative procedures, promotions and marketing and financial management.

Radio Broadcaster (online) *In Development*

This course will meet the needs of radio broadcasters at community radio stations.

Office Administrator:

Four of the five courses will be offered by online distance learning. The final course in the Office Administrator stream will be offered face-to-face at one of the regional centres.

Office Systems (online)

This course covers the roles and responsibilities of a professional office administrator. Topics include: professionalism in the workplace, maintaining office files and filing systems, using office equipment (phones, faxes, photocopiers and computers).

Bookkeeping (online)

This course will provide the knowledge and skills required to ensure financial systems, day-to-day bookkeeping and accountability are maintained and supported. As it is applicable to many organizations and groups outside the municipal government, they are encouraged to take this course as well.

Advanced Computer Applications (online)

Designed to provide participants with knowledge and practical skills in key software programs required to provide professional support in today's office environment. Topics will include: Word, Excel, Access, Email and internet usage, data security (backups), and anti-virus systems.

Business Communications (online)

Participants will be given the opportunity to gain knowledge and skills to professionally represent themselves and their employers through creating, implementing, and maintaining communications systems and standards for the organization.

Advanced Office Systems (face-to-face course)

Following from Office Systems, topics will include: minutes, budget cycle, municipal legislation, bylaws and resolutions, MOUs/contracts/contribution agreements, proposals, preparing public meetings, obtaining quotes, understanding tendering, business documents, speaking and listening effectively and administering travel arrangements.

Economic Development Officer: No longer offered through the MTO as the Nunavut Economic Developers' Association has decided to fund courses through the University of Waterloo in Ontario.

Bylaw Officer:**Bylaw Officer 1 (face-to-face) *In Development***

This course will build on the legal aspects of the Bylaw Officer position and involve conflict resolution training.

Bylaw Officer 2 (face-to-face) *In Development*

This course will provide a legal background to the position, focusing on authorities and powers. It will also include a firearms component

Planning and Lands Administrator:

Four of the five courses will be offered by online distance learning. The final course in the Planning & Lands Administrator stream and will be offered face-to-face at one of the regional centres.

Intro to Community Planning and Lands (online)

An introduction to community planning and land administration in Nunavut. This course will provide the student with an overview of the role of the Planning and Lands Administrator in the planning, the land application process, execution of documents, and procedures required in order to lease and acquire land within municipal boundaries.

Land Administration 1 (online)

The focus of this course will be on the acquisition and disposal of municipal land. This course will provide participants with an understanding of how to prepare land administration contracts, and how to dispose of municipal lands.

Land Administrator 2 (online)

Continuing from Land Administrator 1 (a prerequisite of this course), topics will include planning and developing new lots, land pricing, land revenue invoicing and collection, property taxation and assessment, negotiating and enforcing land contracts, quarry administration and management, land use permits and environmental issues.

**Community Planning 1 (online)**

This course covers the process of community planning and the documents and procedures needed to plan and regulate land use. Topics include: the community planning process, plan preparation, implementation, administration, enforcement, zoning by-laws, development applications, public participation and land development.

Community Planning 2 (face-to-face course)

This course provides an overview of drafting and graphics techniques. Participants will learn to prepare sketches suitable for lease contracts. The basic and practical elements of surveying will also be examined, including finding the location of legal survey pins and the layout of the building envelopes on typical residential lots.

Funding partners are projected to include CGS, NCIAC and the municipalities. The budget for the MGP in 2014/15 is at **\$784,000**. A detailed budget for the MGP stream can be found at APPENDIX 1, page 25.

Protection Services

In ***Protection Services***, the MTO and the Office of the Fire Marshall have partnered to deliver firefighter training through funding from the Department of Community and Government Services (CGS) Nunavut Fire Strategy. This partnership has existed for the past eight years. Firefighter courses are chosen and delivered to meet Nunavut's specific firefighting needs. The MTO offers a wide range of courses that meet the National Fire Protection Association (NFPA) standard.

The MTO has also partnered with CGS Emergency Services Directorate to deliver ground search and rescue (SAR) courses that meet the national standard set out by the National Search & Rescue Secretariat in the Department of National Defence. The MTO offers *Basic SAR* in communities on a rotational basis as well as *GSAR Coordinator* and *Management SAR* regionally or territorially every year.

Firefighter Training

In support of the Nunavut Fire Training Strategy, the comprehensive firefighting training program which started in 2004/2005 will continue through 2014/15. At the core of this program are the General Level firefighting courses. These entry-level training courses focus on safety and basic firefighting skills. They will be delivered in municipalities by rotation, at regular intervals. Twelve General Level courses are scheduled for 2014/15.

In addition to General Level firefighting courses, other Protection Services programs will be offered at the regional or territorial level. The first of these competency-based courses is Firefighter Level 1. There are no prerequisites for Level 1 training so all active firefighters are encouraged to attend. Once firefighters have acquired these skills, they are invited to attend the Level 2 course. The intention of the General, Level 1 and Level 2 courses is to protect firefighters from undue risk while performing the duties of a firefighter in Nunavut: fire prevention and fighting fires in their home communities.

Several other centralized courses will be offered by the MTO; including Fire Officer, an introductory Fire Instructor course, Firefighter Inspector, Fire & Life Safety Educator and a continuation of Fire Prevention training that started last year with our Juvenile Fire Setter Intervention course. All of these senior level courses are certified programs.

On behalf of the Office of the Fire Marshall, the MTO arranges logistical support for the Nunavut firefighter's competition. Last year, in August of 2013, participants at the competition in Rankin Inlet, as well as members of the Office of the Fire Marshall selected individuals to form a firefighter team to represent Nunavut at the Aboriginal Firefighters competition in Walpole Island, Ontario. Team Nunavut will once again participate in this competition in 2014. Team Nunavut was awarded the *Most Sportsmanlike Award* from their peers at this competition again in 2013.

The Office of the Fire Marshall identifies the required courses and locations for the upcoming fiscal year and provides approved curriculum. The MTO manages the budgets for

each of the firefighting courses and communicates relevant information to the communities on behalf of the Office of the Fire Marshall. The MTO will also continue to register participants and process course logistics. Funding for Protection Services courses is provided directly from CGS in the Annual Grant and Contribution Agreement with the MTO. The Protection Services 2013/14 delivery schedule can be found at Appendix 2.

Fire Prevention Training & Juvenile Fire-Setter Intervention

Last year, the Nunavut Fire Marshall and Nunavut's municipalities themselves identified a need to include fire prevention training and a course to combat juvenile arson in the territory. This course focused on the education of youth as well as the dangers of, and negative impact of, starting fires. The MTO plans to run similar training in 2014/15.

Search & Rescue – Basic/Advanced/Coordinator

In the area of “conventional” search management training, the skills involved are well-known among disciplined Ground Search & Rescue volunteers, and are the same everywhere. The standards to which they are taught, however, vary in name and presentation, and the structures that organize the people involved vary greatly across the country, and in particular the northern territories.

MTO will provide basic, advanced and management “Nunavut-specific” training that is reflective of the ***National Criteria for Ground Search & Rescue***, as is stipulated by the *Government of Canada, National Search and Rescue Secretariat*. This year the MTO will run at least six *Basic SAR* courses in six different communities.

Funding partners are projected to include CGS and the municipalities. The budget for Protection Services training in 2013/14 is projected at **\$1,050,000.00**. A detailed budget for the Protection Services stream can be found at APPENDIX 1, page 26.

Targeted Training

Courses in the **Targeted** category vary from year to year. Training is designed to meet the direct needs of the municipalities. The specific needs are identified through the MTO's annual Training Needs Survey, a detailed analysis of previous years' deliveries, and through direct requests from the municipalities themselves as the year progresses. Occasionally the MTO is asked to conduct training by a partner and should the partner contribute the entire costs of this training, the MTO will be able to accommodate the requests.

This category of training requires the flexibility to respond directly to the pulse of the community.

This year, MTO plans to deliver courses that have existing contribution agreements in place at the beginning of the fiscal year (such as a Recreation Leader Development Contribution Agreement with CGS Sports & Recreation) as well as tentatively planning for courses that do not have a guaranteed funding partner at this time.

Community-Specific Training

"Targeted" training refers to training aimed at meeting specific and urgent needs of municipalities. The MTO also maintains membership in a Training Working Group with various other municipal representatives from CGS in order to help identify municipal needs.

Maintenance Management Operating System

The Maintenance Management Operating System (MMOS) is software that helps manage private, commercial and public buildings, vehicles and infrastructure. The system ensures that proper preventative maintenance programs are implemented and followed. It also helps control inventory and labour costs and provides reports for management and council.

The MMOS software system is a tool which will assist senior management to account for and track these assets. This has become more important with the onset of the Tangible Capital Asset management program.

The MTO has a contribution agreement in place with the NCIAC to offer this training in 2014/15.

Inuktitut Second Language Program

The MTO began a model of offering conversational Inuktitut in all municipalities. The MTO offered two of these courses in 2013/14 in Arctic Bay and Kimmirut. TO build capacity, the MTO worked with the Office of the Language Commissioner and Director of Official

Languages at the GN's Department of Culture & Heritage to design and deliver a ISL 'Train the Trainer' course in partnership with the Nunavut Arctic College. As we train new ISL instructors, the MTO will be able to deliver more of the conversational Inuktitut courses in all municipalities.

The MTO has a contribution agreement in place with CGS Community Development to offer this training in 2014/15.

Class 3/Air Brakes

The Class 3/Air Brakes training provided by the MTO continues to be in high demand. The MTO has delivered this course to more than 700 participants over the past ten years.

The Class 3 course has again been identified as a priority. Lasting 15 days, it is the second-longest course delivered by the MTO. Arrangements must be made in advance to ensure a Motor Vehicles Examiner from the Department of Economic Development & Transportation is available to fly in to a community and deliver the testing immediately after the MTO instructor is finished.

The MTO has a contribution agreement in place with CGS Community Development and the Kitikmeot Inuit Association to offer this training in 2014/15.

Heavy Equipment Operator & Class 3/Airbrakes

Municipalities in Nunavut have identified a strong desire to run Heavy Equipment Operator Training in the community, rather than sending participants outside of the territory. Previously run Heavy Equipment Operator Training has proven costly and not entirely successful in producing a high rate of graduates. The MTO continues to seek out partners to run HEO training in the community and has a Contribution Agreement in place with the Kitikmeot Inuit Association to run HEO training in all Kitikmeot communities over the next two fiscal years.

The MTO has a contribution agreement in place with the Kitikmeot Inuit Association to offer this training again for two municipalities in the Kitikmeot Region in 2014/15.

Regional & Territorial Training

Though targeted training is aimed at meeting the specific and urgent needs of individual municipalities, often multiple municipalities have similar needs and the most economic and logistically responsible delivery of training is through regional or territorial courses. The MTO also maintains membership in a Training Working Group with various other municipal representatives from CGS in order to help identify municipal needs.

Municipal Solid Waste Management

The program builds on the commitment of CGS to establish a solid waste management plan and process at Nunavut landfills that contributes to community safety and is in compliance with existing acts and regulations.

The MTO has a contribution agreement in place with the NCIAC to offer this training again in 2014/15.

Recreation Facility Operator

The Recreation Facility Operators course will run in the month of November so as to facilitate the creation of an ice surface as well as instruction on the painting of ice, ice refrigeration systems, laying of circles/lines/markings for hockey, curling, ice maintenance, life cycle/risk management of a recreation facility, and managing a recreation facility.

The MTO has a contribution agreement in place with the CGS Sports & Recreation Directorate to offer this training again in 2014/15.

SAO Professional Development

In 2014/15 the MTO will offer this course to new and existing SAOs at a territorial session in October that will also include the MTO Annual General Meeting and other sessions with regional regulatory bodies (such as AANDC) to include topics relevant to the running of a municipality in Nunavut.

The MTO has a contribution agreement in place with the CGS Community Development to offer this training again in 2014/15.

ByLaw Enforcement Officer

Topics include an overview of the appointments, duties, authorities and powers of Bylaw Enforcement Officers, public speaking, public relations, court procedures, note taking, summary offence ticket and summon preparation, problem solving, the Motor Vehicles Act, and other pertinent topics. The RCMP's Community Constable Program is another course in which Bylaw Officers are encouraged to participate.

The MTO has a contribution agreement in place with the CGS Community Development to offer this training again in 2014/15.

Estimated **Targeted** expenditures are **\$796,000.00**

A detailed budget for the Targeted stream can be found at APPENDIX 1, page 27.

Appendix 1 - Projected Revenues & Expenditures

Consolidated – Income

	<u>MTO Consolidated</u>
Ordinary Income & Expenses Income	
CGS Grants & Contributions	
CGS Administration Grant	170,000.00
CGS Emergency Services	250,000.00
CGS Protection Services	900,000.00
CGS MGP / Targeted Contribution	1,083,500.00
CGS Sports & Recreation	60,000.00
Total CGS Training Contributions	<u>2,463,500.00</u>
Contributions In Kind	300,000.00
Total CGS Training Contributions	<u><u>2,763,500.00</u></u>
Other GN Departments	
Culture & Heritage	0.00
Economic Dev. & Transportation	0.00
Education	0.00
Justice	0.00
Housing	0.00
Total Other GN Departments	<u><u>0.00</u></u>
Other Revenue	
National Abor. Firefighter Assoc.	0.00
Registration Fees	35,000.00
Government of Canada (NCIAC)	226,000.00
Kitikmeot Inuit Association	101,000.00
Kivalliq Inuit Association	0.00
Kakivak Association	120,000.00
Total Other Revenue	<u><u>477,000.00</u></u>
Total Income	<u><u>3,245,500.00</u></u>

Consolidated – Expenses & Net

Expenses	
General & Admin Expenses	
Debt Recovery	340.82
MPMR	10,500.00
Accommodations	4,000.00
Accounting & Legal	12,500.00
E Johnston Bursary	2,500.00
Liability Insurance	2,500.00
Advertising and Promotion	3,500.00
Cell Phone	900.00
Shipping & Postage	500.00
Interest & Bank Charges	850.00
Office Supplies	2,500.00
Total Payroll	460,659.18
Per Diems	2,750.00
Translation	2,500.00
Travel	6,000.00
Website	2,500.00
General & Admin Expenses - Other	500.00
Total General & Admin Expenses	515,500.00
Delivery Expenses	
Delivery Expense	
Arctic College	581,000.00
Catering	24,000.00
Course Materials & Supplies	73,750.00
Equipment Rental	22,750.00
Facility Rental	57,500.00
Instructor	
Instructor Fees	412,000.00
Instructor Accommodations	153,100.00
Instructor Per Diems	89,100.00
Instructor Travel	187,050.00
Total Instructor	841,250.00
Participant	
Participant Accommodations	322,000.00
Participant Per Diems	184,700.00
Participant Travel	507,050.00
Training Allowances	116,000.00
Total Participant	1,129,750.00
Total Delivery Expenses	2,730,000.00
Total Expense	3,245,500.00
	0.00
Net Income	



MGP

	Core & Develop.	ASAO	Fin Officer	Office Admin	PLA	Rec Leaders	Works Forman	Bylaw Officer	Total MGP
Income									
CGS Grants & Contributions									
MGP/Targeted Contribution	81,000.00	101,000.00	120,000.00	101,000.00	101,000.00	111,000.00	60,000.00	68,000.00	743,000.00
NCIAC							41,000.00		41,000.00
Total CGS Grants & Contributions	81,000.00	101,000.00	120,000.00	101,000.00	101,000.00	111,000.00	101,000.00	68,000.00	784,000.00
Total Income	81,000.00	101,000.00	120,000.00	101,000.00	101,000.00	111,000.00	101,000.00	68,000.00	784,000.00
Expense									
Delivery Expense									
Arctic College	81,000.00	75,000.00	120,000.00	75,000.00	75,000.00	85,000.00	75,000.00	21,000.00	607,000.00
Participant									
Participant Accommodations		7,500.00		7,500.00	7,500.00	7,500.00	7,500.00	10,000.00	47,500.00
Participant Per Diems		3,500.00		3,500.00	3,500.00	3,500.00	3,500.00	7,000.00	24,500.00
Participant Travel		15,000.00		15,000.00	15,000.00	15,000.00	15,000.00	30,000.00	105,000.00
Total Participant	0.00	26,000.00	0.00	26,000.00	26,000.00	26,000.00	26,000.00	47,000.00	177,000.00
Total Delivery Expense	81,000.00	101,000.00	120,000.00	101,000.00	101,000.00	111,000.00	101,000.00	68,000.00	784,000.00
Net Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



Protection Services

	General Level Firefighting	Level 1 Firefighter	Level 2 Firefighter	Fire Investigation	Fire Officer	Fire Prevention Training	National Firefighter Competition	Pump Operators	Basic SAR	Advanced SAR	SAR Coordinator	Total Protection
Income												
CGS Grants & Contributions												
GN Office of the Fire Marshall	150,000.00	150,000.00	225,000.00	55,000.00	40,000.00	105,000.00	130,000.00	45,000.00				900,000.00
GN Emergency Services									100,000.00	75,000.00	75,000.00	250,000.00
Total CGS Grants & Contributions	150,000.00	150,000.00	225,000.00	55,000.00	40,000.00	105,000.00	130,000.00	45,000.00	100,000.00	75,000.00	75,000.00	1,150,000.00
Total Income	150,000.00	150,000.00	225,000.00	55,000.00	40,000.00	105,000.00	130,000.00	45,000.00	100,000.00	75,000.00	75,000.00	1,150,000.00
Expense												
Delivery Expense												
Catering	1,500.00	2,500.00	1,500.00	1,000.00	1,000.00	2,500.00	1,500.00	1,500.00	3,000.00	1,750.00	1,750.00	19,500.00
Course Materials & Supplies	2,000.00	1,500.00	2,000.00	2,250.00	0.00	1,000.00	1,500.00	1,750.00	3,000.00	1,750.00	1,750.00	18,500.00
Equipment Rentals	0.00	3,500.00	3,500.00	0.00	0.00	750.00	0.00	1,500.00	9,000.00	0.00	0.00	18,250.00
Facility Rentals	10,500.00	2,000.00	2,000.00	2,500.00	2,500.00	3,500.00	2,500.00	2,500.00	6,000.00	3,500.00	3,500.00	41,000.00
Instructor												
Instructor Fees	74,500.00	9,500.00	12,000.00	4,000.00	4,000.00	9,500.00	0.00	4,000.00	27,000.00	6,000.00	6,000.00	156,500.00
Instructor Accommodations	12,250.00	3,500.00	7,000.00	1,750.00	1,750.00	3,000.00	3,500.00	1,750.00	12,500.00	2,000.00	2,000.00	51,000.00
Instructor Per Diems	6,750.00	2,000.00	4,000.00	1,000.00	1,000.00	1,750.00	2,000.00	1,000.00	6,000.00	1,500.00	1,500.00	28,500.00
Instructor Travel	22,500.00	3,500.00	7,000.00	3,500.00	3,500.00	3,500.00	10,750.00	3,500.00	15,500.00	3,500.00	3,500.00	80,250.00
Participant												
Participant Accommodations	0.00	40,500.00	45,000.00	12,500.00	8,000.00	24,500.00	28,000.00	8,750.00	0.00	15,000.00	15,000.00	197,250.00
Participant Per Diems	0.00	21,000.00	30,250.00	7,000.00	4,700.00	14,000.00	16,000.00	4,750.00	0.00	8,500.00	8,500.00	114,700.00
Training Allowances	20,000.00	15,000.00	20,000.00	4,750.00	3,250.00	9,250.00	12,500.00	3,250.00	18,000.00	5,000.00	5,000.00	116,000.00
Participant Travel	0.00	45,500.00	90,750.00	14,750.00	10,300.00	31,750.00	51,750.00	10,750.00	0.00	26,500.00	26,500.00	308,550.00
Total Delivery Expense	150,000.00	150,000.00	225,000.00	55,000.00	40,000.00	105,000.00	130,000.00	45,000.00	100,000.00	75,000.00	75,000.00	1,150,000.00
Net Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00



Targeted Training

	Class 3 Airbrakes	Heavy Equipment Operator	Inuktitut Language Program	Municipal Solid Waste Management	MMOS	Driver Training	Recreation Facility Ops	SAO Professional Development	Total Targeted
Income									
CGS Grants & Contributions									
CGS MGP/Targeted Contribution	60,000.00	0.00	200,000.00	0.00	0.00	70,000.00			330,000.00
CGS Sports & Recreation							60,000.00		60,000.00
Total CGS Grants & Contributions	60,000.00	0.00	200,000.00	0.00	0.00	70,000.00	60,000.00	0.00	390,000.00
Other Revenue									
NCIAC	0.00			100,000.00	40,000.00			45,000.00	185,000.00
Total Other Revenue	0.00	0.00	0.00	100,000.00	40,000.00	0.00	0.00	45,000.00	185,000.00
Third Party Revenue									
Kitikmeot Inuit Association		101,000.00							101,000.00
Kakivak	120,000.00								120,000.00
Total Other Revenue	120,000.00	101,000.00	0.00	0.00	0.00	0.00	0.00	0.00	221,000.00
Total Income	180,000.00	101,000.00	200,000.00	100,000.00	40,000.00	70,000.00	60,000.00	45,000.00	796,000.00
Expense									
Delivery Expense									
Catering	0.00	0.00	0.00	2,000.00	0.00	1,500.00	1,000.00	0.00	4,500.00
Course Materials & Supplies	8,000.00	2,000.00	27,000.00	5,000.00	4,000.00	7,500.00	1,750.00	0.00	55,250.00
Equipment Rentals	0.00	2,000.00	0.00	0.00	0.00	2,500.00	0.00	0.00	4,500.00
Facility Rentals	0.00	2,000.00	0.00	5,000.00	0.00	4,000.00	2,500.00	3,000.00	16,500.00
Instructor									
Instructor Fees	95,000.00	75,000.00	57,000.00	9,000.00	10,000.00	4,000.00	4,500.00	1,000.00	255,500.00
Instructor Accommodations	25,000.00	8,200.00	50,000.00	3,000.00	10,500.00	2,000.00	2,500.00	900.00	102,100.00
Instructor Per Diems	17,500.00	4,600.00	27,500.00	1,600.00	5,900.00	1,000.00	2,000.00	500.00	60,600.00
Instructor Travel	34,500.00	7,200.00	38,500.00	7,000.00	9,600.00	3,500.00	3,000.00	3,500.00	106,800.00
Participant									
Participant Accommodations	0.00	0.00	0.00	27,500.00	0.00	18,000.00	10,000.00	14,250.00	69,750.00
Participant Per Diems	0.00	0.00	0.00	15,500.00	0.00	10,000.00	7,000.00	9,500.00	42,000.00
Participant Travel	0.00	0.00	0.00	24,400.00	0.00	16,000.00	25,750.00	12,350.00	78,500.00
Total Delivery Expense	180,000.00	101,000.00	200,000.00	100,000.00	40,000.00	70,000.00	60,000.00	45,000.00	796,000.00
Net Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Program Development/Administration

	Total Administration & Program Development
Ordinary Income & Expense	
Income	
CGS Grants & Contributions	
CGS Grant Administration	170,000.00
CGS Contribution 'In Kind'	300,000.00
CGS MPMR	10,500.00
Total CGS Grants & Contributions	480,500.00
Other Revenue	
Registration Fees	35,000.00
Admin Fee Revenue	
Total Other Revenue	35,000.00
Total Income	515,500.00
Expense	
General & Admin Expenses	
Debt Recovery	340.82
MPMR	10,500.00
E Johnston Bursary	2,500.00
Liability Insurance	2,500.00
Accommodations	4,000.00
Accounting & Legal	12,500.00
Advertising and Promotion	3,500.00
Cell Phone	900.00
Shipping & Postage	500.00
Interest & Bank Charges	850.00
Office Supplies	2,500.00
Payroll	
CPP Expense	2,425.50
EI Expense	913.68
Employment Benefits	17,500.00
Payroll Expense	125,000.00
VCB Expense	320.00
Rent	14,500.00
Salary & Wages "In Kind"	300,000.00
Total Payroll	460,859.18
Per Diems	2,750.00
Translation	2,500.00
Travel	6,000.00
Website	2,500.00
General & Admin Expenses - Other	500.00
Total Expense	515,500.00

Appendix 2 – Draft Delivery Schedules

MGP

Stream	Course Title	Dates	Location
Core Courses			
	Introduction to Computers	To Be Determined	online
	Introduction to Northern Government	To Be Determined	online
	Management Communications – ENGLISH	To Be Determined	online
	Management Communications – INUKTITUT	To Be Determined	online
	HR Management	To Be Determined	online
	Public Sector Finances	To Be Determined	online
ASAO			
	*Programs, Planning & Implementation	1-19 April 2013	online
	Council Governance	To Be Determined	online
	Municipality and the Law	To Be Determined	online
	Municipal Finances	To Be Determined	online
	Programs, Planning & Implementation	To Be Determined	online
	Tenders, Contracts & Proposals	To Be Determined	Iq/RI/CB
Works Foreman			
	Municipal Works Operations	To Be Determined	online
	Workplace Safety	To Be Determined	online
	Maintenance Planning and Management	To Be Determined	online
	Capital Planning & Project Management	To Be Determined	online
	Wastewater, Water & Solid Waste Mgt	To Be Determined	Iq/RI/CB
Recreation Leaders			
	Working with Boards & Volunteers	To Be Determined	online
	Recreation Programs	To Be Determined	online
	Recreation Activities	To Be Determined	online
	Risk Management	To Be Determined	online
	Facility Operations	To Be Determined	Iq/RI/CB
	Radio Operator Course (non-accredited)	Monthly	online
	Radio Broadcaster (accredited)	To Be Determined	online
	In Development		



Stream	Course Title	Dates	Location
Planning & Land Administrators			
	Intro to Planning & Lands Administration	To Be Determined	online
	Community Planning 1	To Be Determined	online
	Community Planning 2	To Be Determined	online
	Lands Administration 1	To Be Determined	online
	Lands Administration 2	To Be Determined	Iq/RI/CB
Office Administrators			
	*Advanced Computer Applications	1-19 April 2013	online
	*Bookkeeping	6-24 May 2013	online
	Office Systems	To Be Determined	online
	Bookkeeping	To Be Determined	online
	Business Communications	To Be Determined	online
	Advanced Computer Systems	To Be Determined	online
	Advanced Office Systems	To Be Determined	Iq/RI/CB
Finance Officer			
	In Development		
Bylaw Officer			
	Bylaw Officer 1 *In Development*	To Be Determined	Iq/RI/CB
	Bylaw Officer 2 *In Development*	To Be Determined	Iq/RI/CB

Protection Services – Firefighter Training

Course	Location – Region	Dates
General Level Firefighting		
	Coral Harbour – Community	To Be Determined
	Arviat - Community	To Be Determined
	Gjoa Haven – Community	3-7 May 2014
	Taloyoak – Community	27 April – 1 May 2014
	Kugaaruk – Community	5-9 May 2014
	Cape Dorset – Community	To Be Determined
	Sanikiluaq – Community	23-27 June 2014
	Pond Inlet – Community	13-17 April 2014
	Resolute Bay - Community	18-22 May 2014
	Pangnirtung – Community	To Be Determined
	Baker Lake – Community	15-19 June 2014
	Chesterfield Inlet – Community	9-13 June 2014
Firefighter – Level 1		
	Rankin Inlet – Regional	15-24 July 2014
	Iqaluit – Regional	26 August – 4 Sept 2014
Firefighter – Level 2		
	Iqaluit – Regional	15-26 September 2014
	Cambridge Bay – Regional	5-14 August 2014
Pump Operator – A		
	Iqaluit – Territorial	7-12 October 2014
Fire Investigation Level 1 & 2		
	Part 1 & 2: Iqaluit – Territorial	January 2015
	Part 3: Iqaluit – Territorial	January 2015
Fire Officer		
	Iqaluit – Territorial	November
Fire Prevention Seminar		
	Rankin Inlet – Territorial	February 2015
Firefighter Competition		
	Nunavut Territorial: Iqaluit	4-10 August 2014
	Fort McKay, Alberta	11-18 August 2014

Protection Services – Search & Rescue Training

Course	Location – Region	Dates
Basic Search & Rescue		
	Arviat	To Be Determined
	Chesterfield Inlet	To Be Determined
	Taloyoak	22-27 April 2014
	Gjoa Haven	29 April – 4 May 2014
	Kugaaruk	To Be Determined
	Cambridge Bay	To Be Determined
	Cape Dorset	To Be Determined
	Hall Beach	To Be Determined
	Igloolik	To Be Determined
	Pangnirtung	To Be Determined
	Qikiqtarjuaq	To Be Determined
	Arctic Bay	To Be Determined
Ground Search & Rescue Coordinator		
	Cambridge Bay – Territorial	To Be Determined
Management Search & Rescue		
	Rankin Inlet – Territorial	To Be Determined

Targeted Training

Course	Location – Region	Dates
Maintenance Management Operating System		
	To Be Determined - Community	To Be Determined
	To Be Determined - Community	To Be Determined
	To Be Determined - Community	To Be Determined
	To Be Determined - Community	To Be Determined
Municipal Solid Waste Management		
Phase 1	Pond Inlet – Territorial	To Be Determined
Phase 2	Cambridge Bay – Territorial	To Be Determined
Class 3 Airbrakes		
	To Be Determined - Community	To Be Determined
	To Be Determined - Community	To Be Determined
	To Be Determined - Community	To Be Determined
	To Be Determined - Community	To Be Determined
	To Be Determined - Community	To Be Determined
	To Be Determined - Community	To Be Determined
Heavy Equipment Operator		
	Taloyoak – Community	To Be Determined
Recreation Facility Operator		
	Cape Dorset – Regional	To Be Determined
	Cambridge Bay - Regional	To Be Determined
SAO Professional Development		
	Iqaluit – Territorial	October 2014