

**Government of the Northwest Territories  
Annual Business Plan  
2012-2013**



## 1. INTRODUCTION

This annual business plan is an integral part of overall planning within the Government of the Northwest Territories (GNWT). It describes the activities the government plans to undertake in the upcoming fiscal year.

The annual business plan provides details on the activities that each department has planned for the upcoming fiscal year and reports some of the results to date. Departmental plans include a brief discussion on emerging issues that may directly affect their program and service delivery. Detailed information on fiscal position and proposed budget for the upcoming fiscal year is provided as well as details on the specific work that each department plans to undertake in the upcoming fiscal year to advance their program and service initiatives and respond to the priorities of the Legislative Assembly. An overview of infrastructure investments and legislative initiatives that the department has planned for the upcoming fiscal year is also provided along with an overview of human resources and information systems and management.

This annual business plan provides details on the activities that will be undertaken during 2012-13 to advance the vision, goals and priorities that the Members of 17<sup>th</sup> Legislative Assembly agreed upon. The vision, goals and priorities were developed under the theme of *Believing in People and Building on the Strengths of Northerners* and are presented below.

### *Vision*

Strong individuals, families and communities sharing the benefits and responsibilities of a unified, environmentally sustainable and prosperous Northwest Territories

### *Goals*

- A strong and independent north built on partnerships
- An environment that will sustain present and future generations
- Healthy, educated people free from poverty
- A diversified economy that provides all communities and regions with opportunities and choices
- Sustainable, vibrant, safe communities
- Effective and efficient government

### *Priorities*

**Build a strong and sustainable future for our Territory** by strengthening our relationships with Aboriginal and other northern governments, negotiating and implementing a devolution final agreement, achieving an increase to our borrowing limit, and working with our partners to ensure responsible stewardship through our land and resource management regime.

**Increase employment opportunities where they are most needed** by decentralizing more GNWT positions, reducing dependency on government by encouraging people who are able to enter or remain in the workforce, and supporting child care programs to help parents become or stay employed.

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**Strengthen and diversify our economy** by making strategic infrastructure investments such as the Inuvik-Tuktoyaktuk highway, the Mackenzie Fiberoptic Link, and hydro initiatives, supporting the Mackenzie Gas Pipeline project, developing a socially responsible and environmentally sustainable economic development and mining strategy, supporting the traditional economy, and improving our regulatory processes.

**Address housing needs** by completing and implementing the Shelter Policy Review including fair and sustainable public housing rent scales, selling our public housing stock where this makes sense, and putting higher density housing units in small communities.

**Ensure a fair and sustainable health care system** by investing in prevention, education and awareness and early childhood development, enhancing addictions treatment programs using existing infrastructure, and addressing our health facilities deficit.

The GNWT is undertaking many activities and actions that are designed to advance these priorities. Cabinet has established seven Committees-of-Cabinet to coordinate those activities that are cross-departmental, cross-government or broader than cross-government.

The seven Committees-of-Cabinet and their objectives are listed here below:

**Economic and Employment Development Committee-of-Cabinet** to review evaluate and offer recommendations on matters concerning economic and employment development in the NWT, including attempts to diversify the economy and improving residents' work skills and employability.

**Social Envelope Committee-of-Cabinet** to consider, evaluate and provide advice to Cabinet and the Financial Management Board (FMB) on a range of actions designed to promote, preserve and help manage the long-term health and social well-being of NWT residents.

**Managing This Land Committee-of-Cabinet** to promote a corporate approach to land use and water management consistent with established Cabinet direction.

**Ministerial Energy Coordinating and Climate Change Committee-of-Cabinet** to ensure a focused, coordinated, government-wide approach to the development and implementation of both energy policies and actions designed to address climate change.

**Infrastructure Committee-of-Cabinet** to review and evaluate current GNWT infrastructure planning, acquisition and delivery policies, approaches and mechanisms to ensure a clear and consistent corporate perspective on the planning and acquisition of infrastructure through transparent collaboration.

**Priorities and Planning Committee-of-Cabinet** to track and monitor the government's progress in addressing the five key priorities that were established by the Caucus of the 17th Legislative Assembly in November 2011.

**Refocusing Government Committee-of-Cabinet** to propose, track, monitor and evaluate the government's efforts and initiatives related to improving programs and services.

As noted above, this annual business plan provides further details on the specific activities the GNWT plans to undertake in 2012-13 to advance the priorities of the 17<sup>th</sup> Legislative Assembly.

## 2. EMERGING ISSUES

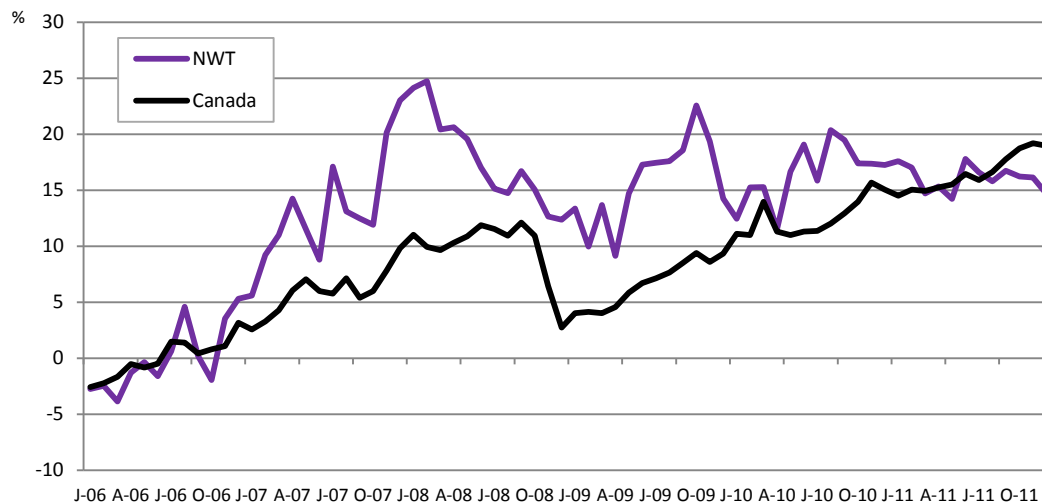
### *Economic conditions*

The territory has experienced limited economic growth in recent years and has been impacted by the global recession, after a number of years of unprecedented economic growth with the development of the diamond industry and the potential presented by the proposed development of the Mackenzie Gas Project. The impact on mining, oil and gas exploration activities has also impacted other industries like transportation and other service industries.

Overall investment spending in the Northwest Territories has declined in the last five years, particularly private investment in mining and oil and gas development. Mineral exploration expenditures have also been on the decline in the NWT which saw its part drop from 6.8% of the Canadian total in 2007 to 2.2% in 2011. On the other hand, public investment was higher than historical levels in the past two years because of stimulus funding and the Deh Cho Bridge project which is expected to be completed this fall.

In many ways, the impact of the recession followed a similar pattern in the Northwest Territories and the rest of Canada. There were sharp drop-offs in late 2008, with signs that conditions levelled in early 2009 and began to recover. The economy of the NWT grew modestly in 2010 and 2011 but has not yet recovered to its 2007 pre-recession activity level. Diamond production, which is the main private sector economic activity, declined by 7.1% in 2011 and is approximately 40% lower than it was back in 2007. The following figure shows the percentage change in retail trade since 2006 for the Northwest Territories and Canada.

*Change in Retail Trade Since 2006, NWT and Canada*

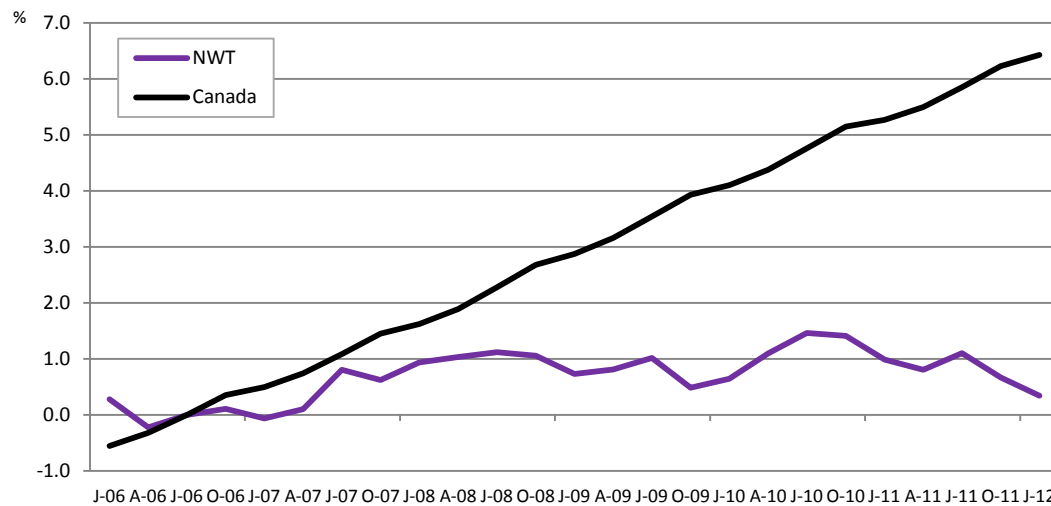


While the real gross domestic product (GDP) for the Northwest Territories declined last year, brighter prospects are expected for this year and the next. Diamond production is expected to ramp-up and private investment spending is anticipated to jump up, resulting in an increase in real GDP growth this year.

Population

While overall population growth in the Northwest Territories has been flat, there have been significant changes in age structure that are likely to continue. The number of residents 60 years of age and over is expected to increase by 27% during the next four years. There has been a trend towards urbanization. Between 2001 and 2010 the Aboriginal population in Yellowknife grew by almost 18%, by 7.6% in the regional centres and only 1.2% in smaller communities. Overall, migration is now the most critical component of population growth in the territory. The following figure shows the percentage change in population since 2006 for the Northwest Territories and Canada.

Change in Population Since 2006, NWT and Canada



The lack of growth in the territorial population has a direct relationship with economic growth, as well as significantly impacting the Territorial Financing Formula with the Government of Canada.

Employment

The relationship between changes in population and economic activity is reflected in recent employment trends. Overall employment rates declined significantly in the Northwest Territories with the recent recession but are now recovering. The Conference Board of Canada forecasts employment in the Northwest Territories to increase in by 3.6% this year, and another 4% in 2013.

The overall employment rate in the Northwest Territories is and has been higher than the average employment rate for Canada. Despite good overall employment rate, there are significant variations in employment rates within the territory depending on community type and education levels. This disparity is a continuing challenge. While the territorial employment rate in 2009 was 66%, the average employment rate in smaller communities was only 47%. Employment rates for those who have graduated high school are almost double the rates of those that have not completed high school, regardless of ethnicity, geography or gender.

*Social Conditions*

Social conditions in many areas have shown improvements in recent years. However, it is clear that much more needs to be done.

With 55% of households in smaller communities having some sort of housing problems, and 24% of households in larger communities, improving housing conditions is an important priority for the 17<sup>th</sup> Legislative Assembly. A broad based examination of housing in the Northwest Territories that was started during the last Legislative Assembly has resulted in the development of a strategic framework, *Building for the Future*, which will guide the government's actions aimed at improving housing conditions.

Education levels have been improving over the last years, High school graduation rates in the Northwest Territories, and in particular graduation rates for Aboriginal students, have improved although they still lag behind the average graduation rate in Canada by about 20%. The gap in results between Aboriginal and non-Aboriginal students is still apparent.

Life expectancy in the NWT is 6 years lower than the Canadian average and the NWT lags behind Canada on many indicators of general health. Physical activity levels in the NWT are a health concern, similar to elsewhere in Canada. Some 63% of NWT residents 15 years of age and older are overweight or obese, compared with 51% of Canadians and fewer NWT residents eat healthy amounts of fruits and vegetables than do residents in general in Canada.

The 2009 NWT Addictions Survey shows that the high rate of substance use continues to be a concern across the Territory. Substance abuse can lead to mental health issues, with 58% of hospitalizations for mental illness caused by substance related disorders. As evidenced in the latest NWT Health Status Report, a high incidence of mental health challenges in our population continues to be a problem. Also, the suicide rate in the Northwest Territories is 65% higher than the Canadian average.

The crime rate in the NWT is about six times the national average and the gap between the territory and Canada has been widening over the past decade. Crime in the Northwest Territories is driven largely by socio-economic factors, including addictions and mental health issues, family violence and dysfunction, poverty, homelessness, low literacy and education levels, and low employment prospects. Mischief, disturbing the peace and administration of justice offences, which are often related to abuse of alcohol, represent the overwhelming majority of criminal incidents reported to police. Increases in the violent crime rate over the last ten years are troubling, although they constitute a smaller proportion of overall crime.

There is a very strong correlation between social issues and households with low income and there is still considerable disparity in income distribution by community type although the situation has improved, particularly in smaller communities. Overall, 15.6% of households in the Northwest Territories have total annual household income under \$30,000. Of these low income households, 16% live in Yellowknife, 26% live in one of the regional centers of Hay River, Inuvik or Fort Smith, and 58% live in smaller communities. The government is committed to working collaboratively with stakeholders to develop a plan to reduce poverty in the Northwest Territories that is expected to be brought to the Legislative Assembly by the end of the year.

## *Government of the Northwest Territories*

### *Governance*

Governance is continuing to evolve with the signing of the agreement in principle on devolution of the administration and management of public lands from the federal government to the GNWT. Devolution provides new opportunities for NWT governments, both public and Aboriginal, to work together to ensure that land use, natural resource stewardship, and regulatory improvement are managed in the best interests of NWT residents.

Concluding land, resources and self-government agreements is an essential element of the political evolution of the NWT, an opportunity to right historic wrongs, and, when completed, will be the foundation for economic and political stability in the NWT.

### *Environment*

The GNWT faces continuing land use challenges and there is an on-going need to balance protecting our environment with preserving future economic opportunities. Sustainable development of the territory's natural resources and the conservation and protection of its wildlife, forest, land and water resources need to go hand in hand. Environmental stewardship and management of natural resources is a shared responsibility in the Northwest Territories. Our decisions need to be guided by a long-term vision that ensures territorial residents enjoy the benefits of the land and its resources for generations to come. An important tool to help guide the GNWT deal with land use matters in a consistent way based on clear interests is the territorial Land Use and Sustainability Framework which is expected to be released this year.

### *Infrastructure*

Territorial infrastructure has been improved and expanded, but cost escalations and sunsetting federal funding continue to present challenges. A number of Federal cost sharing programs are coming to an end and the decline of funding from these programs will result in the return of our capital budget back to the pre-recession levels which will not meet our on-going infrastructure investment needs and address our deferred maintenance deficit.

A new increased borrowing limit will help the GNWT to fund some infrastructure priorities in the last two years of the 17<sup>th</sup> Assembly and still manage its finances responsibly. The 17<sup>th</sup> Legislative Assembly has identified as a priority investments in the Inuvik-Tuktoyaktuk highway, the Mackenzie Valley Fiberoptic link and hydro initiatives.



### 3. RESPONDING TO PRIORITIES

This section provides a summary of specific GNWT activities that respond to and advance the priorities of the 17<sup>th</sup> Legislative Assembly. Some of these are new strategic activities whereas others are part of the government’s on-going business, but they all directly support the priorities of *Believing in People and Building on the Strength of Northerners*. More details on these activities are included in the 2012-13 departmental business plans. These tables are only summaries and do not reflect all activities being undertaken by the GNWT.

#### Priority: *Build a strong and sustainable future for our Territory*

Priority Actions	Activities
<ul style="list-style-type: none"> <li>○ Strengthening our relationships with Aboriginal and other northern governments</li>   <li>○ Negotiating and implementing a devolution final agreement</li>   <li>○ Achieving an increase to our borrowing limit</li>   <li>○ Working with our partners to ensure responsible stewardship through our land and resource management regime</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop and coordinate the implementation of a comprehensive Aboriginal Government Engagement Strategy with a view to building and maintaining mutually respectful relations and advancing territorial priorities.</li>   <li>○ Continue to make progress in finalizing land, resources and self-government agreements that are workable, affordable and respectful of Aboriginal rights, and ensure that all GNWT obligations within the agreements are met.</li>   <li>○ Foster close relationships with Aboriginal and community governments through training and support programs to help build confident and capable Aboriginal and community governments.</li>   <li>○ Partner with community and Aboriginal governments to strengthen program and service delivery where possible.</li>   <li>○ Ongoing preparation and participation in negotiation tables and the coordination of intergovernmental planning for implementation.</li>   <li>○ New borrowing limit increased to \$800 million. Continue to work with Finance Canada on defining what constitutes “debt” for the purposes of application against the GNWT borrowing limit.</li>   <li>○ Coordinate GNWT interests in land use matters and finalize a Territorial Land Use Framework.</li>   <li>○ Provide advice and legal support through the Aboriginal Consultation unit to meet the GNWT’s legal obligation in a coordinated and consistent manner.</li>   <li>○ Participate with partners in variety of activities including: regional land use planning, the NWT Protected Areas Strategy, Mineral and Energy Resource Assessments, the NWT Water Stewardship Strategy, the Green House Gas strategy, developing a new Wildlife Act, the NEB’s review of Arctic Safety and Environmental Offshore Drilling, and the Traditional Knowledge Implementation Plan.</li> </ul>



**Priority: Strengthen and diversify our economy**

Priority Actions	Activities
<ul style="list-style-type: none"> <li>○ Making strategic infrastructure investments such as:                             <ul style="list-style-type: none"> <li>- The Inuvik-Tuktoyaktuk Highway</li> <li>- Mackenzie Valley Fiberoptic Link</li> <li>- Hydro Initiatives</li> </ul> </li> <li>○ Supporting the Mackenzie Gas Pipeline project</li> <li>○ Developing a socially responsible and environmentally sustainable economic development and mining strategy (3)</li> <li>○ Supporting the traditional economy</li> <li>○ Improving our regulatory processes</li> </ul>	<ul style="list-style-type: none"> <li>○ The highway will support the development of the oil and gas industry and enable economic diversification. The construction and ongoing maintenance of the highway will provide economic opportunities, long term jobs for the region and increased tourism.</li> <li>○ Submitted business case analysis to P3 Canada for consideration under the P3 Canada Fund and continue to assess the viability of the project under a P3 procurement approach.</li> <li>○ The draft Hydro Strategy includes environmental, engineering and financial analysis as well as alternative energy – solar, wind, biomass, geothermal</li> <li>○ Coordinate GNWT response to the challenges and opportunities that will be generated through the development, including those related to the MGP socio-economic agreement and construction phase.</li> <li>○ Provide contribution funding to the Aboriginal Pipeline Group to support their one-third ownership interest.</li> <li>○ Coordinate and implement GNWT responsibilities in regards to legislated regulatory processes.</li> <li>○ The Mackenzie Valley Highway will share the corridor with the MGP. It will improve project feasibility and mitigate risks associated with project. It will also support the expansion of oil and gas activities, hydro and tourism opportunities.</li> <li>○ Existing components that could support an economic development and mining strategy include: Tourism 2015, SEED (Support to Entrepreneurs and Economic Development), Geosciences Programs, Diamond Policy Framework and socio-economic agreements.</li> <li>○ Current programs and activities that promote and support the traditional economy include:                             <ul style="list-style-type: none"> <li>- Take a Kid Trapping, Genuine Mackenzie Valley Fur Price Program, Community Harvesters Assistance Program etc.</li> <li>- Aboriginal Language and Culture-Based Education Programs and contribution programs that support traditional art, culture and heritage activities.</li> <li>- Traditional Knowledge Implementation Plan, Caribou Management Strategy, Wildlife Act, support for Wildlife Co-management regimes.</li> <li>- Provide wellness funding to support on-the-land activities related to community wellness.</li> </ul> </li> <li>○ Coordinate GNWT participation and input in Regulatory Improvement Initiatives to provide a strong policy base for negotiation of a Final Devolution Agreement. This includes amendments to the Mackenzie Valley Resource Management Act and development of NWT Surface Rights Board Act.</li> <li>○ Coordinate and participate in environmental assessment and regulatory process. Monitoring, mitigation and adaptive management as required.</li> </ul>

**Priority: Address housing needs**

Priority Actions	Activities
<ul style="list-style-type: none"> <li>○ Completing and implementing the Shelter Policy Review including fair and sustainable public housing rent scales</li>   <li>○ Selling our public housing stock where this makes sense</li>   <li>○ Putting higher density housing units in small communities</li> </ul>	<ul style="list-style-type: none"> <li>○ The strategic framework for housing to be finalized including actions associated with:               <ul style="list-style-type: none"> <li>- Strengthening public housing including implementing new public housing rent scales.</li> <li>- Improving homeownership supports including examining eligibility criteria and strengthening homeownership repair programs.</li> <li>- Addressing other aspects of the housing continuum like housing supply and adequacy in non-market communities, strengthening the approach to homelessness, and improving housing services.</li> <li>- Addressing the declining CMHC funding for operating social housing.</li> </ul> </li>   <li>○ Continue to support homeownership and modernize the public housing stock by providing public housing tenants the opportunity and support to purchase their unit.</li>   <li>○ Continue to work with communities and other partners to ensure land availability for housing development and continue to address the issue of the transfer Commissioner’s Land to the NWT HC in fee simple title to facilitate the sale of public housing stock.</li>   <li>○ Continue with the strategy of replacing older single detached units with the construction of multi-family units in the public housing portfolio wherever possible.</li>   <li>○ In addition to higher density housing units, continue to work with partners to improve energy efficiency and the availability of alternative energy programs within the housing sector.</li> </ul>



## **4. FISCAL POSITION AND BUDGET**

### **Fiscal Overview**

The GNWT's fiscal strategy has allowed the GNWT to take steps to mitigate the decline in economic activity in the NWT while preserving its own fiscal position. This has allowed the GNWT to invest \$1.1 billion in infrastructure and \$200 million in strategic and energy investments over the past four years. For 2012-13 and onward, the GNWT is aiming for conservative growth of 3 per cent per year, excluding any increases to compensation and benefits. The GNWT share of the capital budget will be held at \$75 million starting from 2012-13. The proposed 2012-13 Operations Expenditures support this fiscal strategy.

The draft 2012-13 Annual Business Plans propose Operations Expenditures totalling \$1.408 billion. This represents growth of about 5.20% from the 2011-12 Main Estimates. After factoring in increases related to changes to accounting treatment, net new growth from the 2011-12 Main Estimates is 2.91%.

The proposed 2012-13 Operations Expenditures includes \$32.3 million for Forced Growth and \$9.3 million for Other Initiatives. Other adjustments include a non-cash charge of \$22.5 million for a new method of disclosure for tax related revenues and \$15.6 million for support to the Northwest Territories' Power Corporation (NWTPC) to minimize the financial impact to end users resulting from the NWTPC's General Rate Application. These increases are offset by \$34.3 million in sunsets and other reductions.

Total revenues for the 2012-13 fiscal period are forecast to be \$1.521 billion, which is an 11.93% increase from the 2011-12 Main Estimates. The GNWT will continue to rely on federal transfers for the bulk of its revenues. However, demands for programs and services and infrastructure will continue to place pressure on expenditures.

## Operation Expenditures (\$000)

	2011-12 Main Estimates	Transfers and Restatements	Sunsets	Reductions	Initiatives	Other Adjustments	Forced Growth	Amortization Requirements	2012-13 Main Estimates	Increase /(Decrease)	Percent Change
LA	18,917	627	(1,802)	(708)	340		1,396	(9)	18,761	(156)	-0.82%
Executive Offices	15,070	(1,065)	(599)	-	-	9,301	155		22,862	7,792	51.71%
Human Resources	42,421	-	(340)	-	-		392	323	42,796	375	0.88%
AAIR	7,619	-	(310)	-	-		-	(5)	7,304	(315)	-4.13%
Finance	39,609	-	(3,014)	-	-	38,215	1,848	5	76,663	37,054	93.55%
NWTHC	61,175	325	(2,362)	-	2,873		3,447		65,458	4,283	7.00%
MACA	93,335	-	(908)	-	647	(110)	2,581	(12)	95,533	2,198	2.35%
PW&S	92,988	(506)	(720)	-	-		1,507	-	93,269	281	0.30%
H&SS	344,505	(325)	(9,585)	-	500	7,883	5,903	(357)	348,524	4,019	1.17%
Justice	106,206	438	(716)	(670)	613		7,729	6	113,606	7,400	6.97%
ECE	285,895	(148)	(1,934)	-	150		4,954	(330)	288,587	2,692	0.94%
DOT	110,777	-	(2,868)	-	142	8,166	1,198	3,000	120,415	9,638	8.70%
III	53,326	-	(5,164)	(1,500)	2,390		444	64	49,560	(3,766)	-7.06%
ENR	67,493	-	(3,995)	(285)	1,655		755	70	65,693	(1,800)	-2.67%
	<b>1,339,336</b>	<b>(654)</b>	<b>(34,317)</b>	<b>(3,163)</b>	<b>9,310</b>	<b>63,455</b>	<b>32,309</b>	<b>2,755</b>	<b>1,409,031</b>	<b>69,695</b>	<b>5.20%</b>

## Elements of Change in Operation Expenses (\$000)

	2011-2012 MAIN ESTIMATES	PROPOSED 2012-13 MAIN ESTIMATES	INCREASE (DECREASE) FROM 2011-2012 MAIN ESTIMATES	PERCENTAGE CHANGE FROM 2011-2012 MAIN ESTIMATES	RECLASSIFICATION ADJUSTMENTS	PERCENTAGE CHANGE FROM 2011-2012 MAIN ESTIMATES
Legislative Assembly	18,917	18,761	(156)	(0.82%)	-	(0.82%)
Executive Offices	15,070	22,862	7,792	51.71%	-	51.71%
Human Resources	42,421	42,796	375	0.88%	-	0.88%
Aboriginal Affairs and Intergovernmental Relations	7,619	7,304	(315)	(4.13%)	-	(4.13%)
Finance	39,609	76,663	37,054	93.55%	(22,515)	36.71%
NWT Housing Corporation	61,175	65,458	4,283	7.00%	-	7.00%
Municipal and Community Affairs	93,335	95,533	2,198	2.35%	-	2.35%
Public Works and Services	92,988	93,269	281	0.30%	-	0.30%
Health and Social Services	344,505	348,524	4,019	1.17%	-	1.17%
Justice	106,206	113,606	7,400	6.97%	-	6.97%
Education, Culture and Employment	285,895	288,587	2,692	0.94%	-	0.94%
Transportation	110,777	120,415	9,638	8.70%	(8,166)	1.33%
Industry, Tourism and Investment	53,326	49,560	(3,766)	(7.06%)	-	(7.06%)
Environment and Natural Resources	67,493	65,693	(1,800)	(2.67%)	-	(2.67%)
	<b>1,339,336</b>	<b>1,409,031</b>	<b>69,695</b>	<b>5.20%</b>	<b>(30,681)</b>	<b>2.91%</b>



# **ABORIGINAL AFFAIRS AND INTERGOVERNMENTAL RELATIONS**



## **1. OVERVIEW**

### **MISSION**

The Department of Aboriginal Affairs and Intergovernmental Relations is responsible for negotiating, implementing and monitoring land, resources and self-government agreements, including Treaty Land Entitlements; managing the GNWT's relationship with the federal government and with provincial, territorial and Aboriginal governments and circumpolar countries, in all matters of intergovernmental significance; and providing strategic advice on matters pertaining to federal-provincial-territorial-Aboriginal relations.

### **GOALS**

1. The conclusion of land, resources and self-government agreements in a manner that respects the inherent right of self-government and ensures an overall effective, affordable and workable system of governance, capable of providing an adequate and comparable level of quality programs and services to all NWT residents.
2. The successful ongoing implementation and monitoring of land, resources and self-government agreements by ensuring all GNWT obligations within the agreements are met.
3. Constructive and co-operative intergovernmental relations with federal, provincial, territorial, Aboriginal and foreign governments that are based on mutual respect.

### **KEY ACTIVITIES**

- Corporate Management
- Negotiating Land, Resources and Self-government Agreements
- Implementing and Monitoring Land, Resources and Self-government Agreements
- Managing the GNWT's Intergovernmental Relations

## **2. EMERGING ISSUES**

### **Improving Relations with NWT Aboriginal Governments**

The GNWT has a unique and complex relationship with Aboriginal governments, which is evolving as both Aboriginal and public governments are taking on additional responsibilities through devolution and land, resources and self-government agreements. The subsequent changes in responsibilities and authorities will impact the nature of intergovernmental relations amongst all governments. Care and discipline will thus be required to ensure that intergovernmental relations remain respectful and adjust to the ever changing political dynamic at play in the NWT.

The GNWT recognizes that effective government-to-government relations are based on mutual respect, recognition and responsibility. An Aboriginal Government Engagement Strategy will serve as a tool for the GNWT to formally express its commitment to a set of guiding principles, and identify a number of actions and approaches that can be used to work respectfully and effectively with Aboriginal governments. Success in improving relations will also require all participating governments' commitment to resolve areas of disagreement or, where this is not possible, communicate perspectives and decisions in a respectful manner.

### **Effective Coordination of Territorial–Federal Relations**

An essential element of Canadian confederation is for provincial and territorial governments to work with the federal government, individually and collectively, on issues that involve more than one level of government. Such government-to-government relations support not only principles of good governance but are practiced out of necessity.

In light of the current federal government's emphasis on Canada's Northern regions, and an emergence of many commonly held priorities between the GNWT and the federal government, the GNWT is optimistic that significant progress on joint territorial-federal priorities can be achieved.

A comprehensive Federal Engagement Strategy will provide an overall disciplined approach to the GNWT's interaction with the federal government with a view to increasing the effectiveness of our relationship and achieving consistency across government when engaging with federal departments.

One area requiring more productive relations with the federal government is the issue of governance as negotiated at Aboriginal rights negotiating tables. The department will continue to reach out to the Aboriginal Affairs and Northern Development Canada to talk about how best to achieve an overall effective, efficient and affordable system of governance in the NWT.

### **Overall Effective and Workable System of Governance**

The federal government has made changes in its approach to governing structures at self-government negotiations. A growing reluctance on the part of Canada to advance or consider inclusive models of self-government that would serve and represent all residents of a community or region represents a significant shift. These changes appear to reflect a new federal vision of self-government and self-government implementation in the NWT. The federal government's position has particular consequences for the negotiation of community-based Self-Governments because it risks entrenching multiple governments at the community level, thereby ensuring ongoing complexity in the NWT's governance environment.

It will largely be the GNWT's responsibility to advocate for an overall effective and workable system of governance in the NWT. The GNWT is the only government that can speak on behalf of all

territorial residents, and this means it must continue to represent the interests of all residents (Aboriginal and non-Aboriginal).

### **Competing Interests for Land and Resources**

Competing and often incompatible interests amongst the parties (GNWT, Canada and the Aboriginal party) to land and resources negotiations in the NWT are resulting in an increasingly complex negotiating environment. This challenges the GNWT's ability to meet territorial interests relating to land and resources, find fair and workable solutions on issues such as the selection of settlement land by Aboriginal parties, and establish workable resource management regimes.

Land selection negotiations face new challenges due to:

- Less Crown land being available for selection by the Aboriginal party (as settlement land) as a result of a significant amount of Crown land being set aside for conservation or protection;
- The overlapping asserted traditional territories of NWT Aboriginal groups, which results in more than one Aboriginal party having interests in certain areas; and
- A new federal approach to land selection that requires multiple quanta of land for Aboriginal parties whose traditional territory straddles territorial / provincial boundaries.

Instructions for GNWT negotiators will have to balance these competing interests, anticipate challenges, consider solutions, and predict the reaction of the other parties, while ensuring NWT interests are reflected in completed agreements.

### **GNWT's Program and Service Delivery Role in a Self-Government Environment**

At self-government negotiations, the GNWT has been under growing pressure, particularly from the federal government, to enter into intergovernmental arrangements for the joint delivery of social envelope programs and services, and to entrench these arrangements in self-government agreements. While joint program and service delivery arrangements can serve a number of objectives, including the capacity building of self-governments, the necessity, duration and nature of these agreements will fluctuate over time and between different Self-Governments.

In considering joint program and service delivery arrangements with Self-Governments, the GNWT will need to balance potentially conflicting objectives, including: the need to maintain a degree of consistency in its approach to program and service delivery NWT-wide; the need for an effective and efficient system of program and service delivery; and the need to support Self-Governments' aspirations for greater involvement and authority in program and service delivery through initiatives and approaches that will build capacity in NWT communities.

### **Financing Self-Governments**

Through its *Fiscal Harmonization Initiative*, the federal government is currently developing a new approach to funding self-government implementation. Rather than negotiating funding arrangements with Self-Governments, the federal government is pursuing a national, policy-based formula approach to determine self-government funding levels. While the details of the formula have not yet been released, the GNWT remains concerned that NWT Self-Governments will not be adequately resourced to fully implement their agreements and exercise their jurisdictions and authorities. Once the federal *Fiscal Harmonization Initiative* has been fully articulated, it will be important for the GNWT to consider what the full impact of the initiative may be on self-government implementation in the NWT, and on the GNWT's fiscal relations with Self-Governments.

Regardless of the approach taken in response to *Fiscal Harmonization*, it will be important for the GNWT to continue to lobby Canada to provide adequate funding to Self-Governments to fully and meaningfully implement their self-government agreements. It will also be crucial for the GNWT to continue to engage with Self-Governments on this important issue. The significant funding gap

## *Aboriginal Affairs and Intergovernmental Relations*

identified by the GNWT to fully implement self-government agreements should continue to be an important aspect of these engagement efforts.

### **Need to Develop a Departmental Consultation Framework**

The GNWT has a legal and constitutional duty to consult and, if appropriate, accommodate Aboriginal peoples' Aboriginal and/or treaty rights whenever it considers carrying out a government action that has the potential to negatively affect the Aboriginal and/or treaty rights of the members of an Aboriginal group. The GNWT's commitment to meaningful Aboriginal consultation ensures that the GNWT carries out its roles and responsibilities in a manner that is in keeping with the Honour of the Crown. In addition, appropriate and meaningful Aboriginal consultation ensures that the GNWT is not only meeting its legal obligations and duties, but is continuously building positive and respectful relations with the NWT's Aboriginal peoples.

The GNWT has a formalized approach to Aboriginal consultation, as defined in its Consultation Framework, which remains current as the law evolves and is applied in a uniform and consistent fashion across the GNWT. While all GNWT departments are guided by the GNWT's Consultation Framework, each department has the option of developing its own consultation framework to provide further guidance that reflects its operational requirements.

DAAIR has been closely following recent court rulings in this area, recognizing that each new ruling may have implications on the negotiation of Aboriginal rights agreements. In view of some of the most recent court rulings, DAAIR has recognized the need to develop its own departmental consultation framework, which will provide specific guidance to DAAIR staff. In particular, DAAIR recognizes that the GNWT may have a duty to consult Aboriginal groups where overlapping interests are at play during various stages of negotiations. The departmental framework will provide assistance to determine when and with whom such consultations take place.

### 3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the department's operation expenses and revenues.
- b) **Key Activities** describes the department's major programs and services, including strategic activities, as well as results to date and measures.
- c) **Putting Priorities into Action** describes current major activities the department is leading in supporting the priorities identified by the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the department's planned infrastructure investments for 2012-13.
- e) **Legislative Initiatives** provides a summary of the department's legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2012-13.

#### a) Fiscal Position and Budget

##### DEPARTMENTAL SUMMARY

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OPERATIONS EXPENSE</b>				
Corporate Management	2,456	2,486	2,411	2,592
Negotiations	2,442	2,641	2,841	2,183
Implementation	696	664	664	469
Intergovernmental Relations	1,710	2,097	1,703	2,230
<b>TOTAL OPERATIONS EXPENSE</b>	<b>7,304</b>	<b>7,888</b>	<b>7,619</b>	<b>7,474</b>
<b>REVENUES</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>0</b>

**OPERATION EXPENSE SUMMARY**

	Main Estimates 2011-12	Proposed Adjustments			Internal Reallocations	Proposed Budget 2012-13
		Forced Growth	Initiatives	Sunsets and Other Adjustments		
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
<b>Corporate Management</b>						
Directorate	1,242	0	0	-5	0	1,237
Policy, Planning & Communications	1,169	0	0	-65	115	1,219
<b>Total Corp. Mgmt</b>	<b>2,411</b>	<b>0</b>	<b>0</b>	<b>-70</b>	<b>115</b>	<b>2,456</b>
<b>Negotiations</b>	2,841	0	0	0	-399	2,442
<b>Total Negotiations</b>	<b>2,841</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-399</b>	<b>2,442</b>
<b>Implementation</b>	664	0	0	0	32	696
<b>Total Implementation</b>	<b>664</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>696</b>
<b>Intergovernmental Relations</b>	1,703	0	0	-245	252	1,710
<b>Total Intergov. Relations</b>	<b>1,703</b>	<b>0</b>	<b>0</b>	<b>-245</b>	<b>252</b>	<b>1,710</b>
<b>TOTAL DEPARTMENT</b>	<b>7,619</b>	<b>0</b>	<b>0</b>	<b>-315</b>	<b>0</b>	<b>7,304</b>



**REVENUE SUMMARY**

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OTHER RECOVERIES</b>				
Corporate Sponsorship - 2011 Western Premiers' Conference	0	140	0	0
<b>TOTAL</b>	<u>0</u>	<u>140</u>	<u>0</u>	<u>0</u>
 <b>REVENUES</b>	 <u><u>0</u></u>	 <u><u>140</u></u>	 <u><u>0</u></u>	 <u><u>0</u></u>

## ***b) Key Activities***

### **KEY ACTIVITY 1: CORPORATE MANAGEMENT**

#### **Description**

The **Directorate** manages the internal operations of the department and provides strategic advice and support to the Minister. The division administers the grants and contributions program available to Aboriginal governments and organizations.

The **Policy, Planning and Communications Division** provides policy advice, information and assistance to the department, and coordinates the department's financial, human resources and business planning activities, as well as administers all records management. The division leads the development and review of negotiating mandates that guide GNWT negotiating teams at all land, resources and self-government negotiations. The division is also responsible for the department's legislative initiatives, communications projects and strategies.

#### **Major Program and Services 2012-13**

Driven by upcoming milestones at Aboriginal rights negotiations, DAAIR will conduct mandate compliance reviews and undertake work to bring forward proposals for new and revised negotiating mandates to address emerging issues at land, resources and self-government negotiations in the NWT. This work will include developing mandates that will guide the GNWT as it considers entering into specific intergovernmental service arrangements (ISAs) with Self-Governments for program and service delivery in a self-government environment.

To ensure consistency with evolving jurisprudence in the area of Aboriginal consultation, DAAIR, in collaboration with the Department of Justice and its Consultation Unit, will develop an internal consultation framework that will guide all DAAIR staff.

DAAIR will undertake a public education campaign aimed at raising awareness of Aboriginal rights in the NWT, including increasing NWT residents' knowledge and understanding of current negotiations, settled agreements and how these agreements will affect all territorial residents. This campaign, which will also include a focus on educating GNWT staff, will complement the GNWT's Aboriginal Government Engagement Strategy.

In 2011-12, DAAIR undertook a critical analysis of the current human resources practices of the department as well as current and anticipated workforce requirements and labour market conditions. The results of this analysis formed the basis of a departmental Human Resources Plan that will guide DAAIR's human resources activities over the next four years. In 2012-13, DAAIR will begin implementing the action plan set out in the Human Resources Plan to ensure that the department builds upon its strengths and addresses key human resources issues that could have a negative impact on its workforce. DAAIR will also pursue developmental programs and opportunities that will foster increased participation of Aboriginal employees in senior management positions.

During the Premier's engagement in government-to-government meetings with Aboriginal

governments and community leaders, concerns were raised over the level of core funding that the GNWT provides to Métis Locals. The existing funding program does not provide for any inflationary adjustments and therefore the level of base core funding has remained unchanged for over a decade. In response, DAAIR will undertake a review of its *Core Funding to Métis Locals program* to assess the adequacy of current funding levels. Should the outcome of this review determine that the level of core funding to Métis Locals be increased, DAAIR would bring forward a proposal for consideration in the next business planning process.

DAAIR will continue to support the Minister's participation in the Aboriginal Affairs Working Group (comprised of provincial/territorial Ministers of Aboriginal Affairs and the five Leaders of National Aboriginal Organizations) to advance the work of improving the socio-economic conditions for First Nation, Inuit and Métis across Canada.

### *Measures Reporting*

*(Measures reflect data to March 31, 2012)*

#### *Measure 1*

##### *Progress Made on the Comprehensive Mandate Review Project*

In August 2011, the department completed the comprehensive review of all existing negotiating mandates that provide instruction to GNWT negotiators at self-government negotiations. This two year-project resulted in 32 revised self-government negotiating mandates receiving Cabinet approval. The project also included the creation of a Governance Framework foundational document that serves to anchor all of the GNWT's self-government negotiating mandates. This fulfilled the department's commitment to complete the project within the life of the 16<sup>th</sup> Legislative Assembly. The department will also continue to develop new and revised negotiating mandates to address emerging issues at Aboriginal rights negotiations.

#### *Measure 2*

##### *Number of GNWT Employees that have Completed Consultation Training*

In support of the GNWT's desire for a coordinated and consistent approach to consultation with Aboriginal governments and organizations, DAAIR, in collaboration with the Department of Justice, delivered a total of 10 consultation training sessions to GNWT staff in all regions. In all, 74 GNWT staff received training in 2010-2011. Effective April 2011, an Aboriginal Consultation Unit was established in the Department of Justice to provide advice and legal support to GNWT departments engaged in consultation activities, including the ongoing delivery of training.

## **KEY ACTIVITY 2: NEGOTIATING LAND, RESOURCES, AND SELF-GOVERNMENT AGREEMENTS**

### *Description*

The **Negotiations Division** is responsible for leading the GNWT's participation at land, resources and self-government negotiations in the NWT. Successfully concluding land, resources and self-government agreements throughout the NWT will lay the foundation for attaining political certainty, building mutually respectful intergovernmental relations and realizing the economic potential of the NWT.

### *Major Program and Service Initiatives 2012-13*

DAAIR will continue to represent the GNWT at 15 land, resources and self-government negotiations in the NWT. While each table is presently at a different stage of negotiations and progress is dependent on the collaborative efforts of all parties to negotiations, the following results at negotiations may be anticipated in 2012-2013:

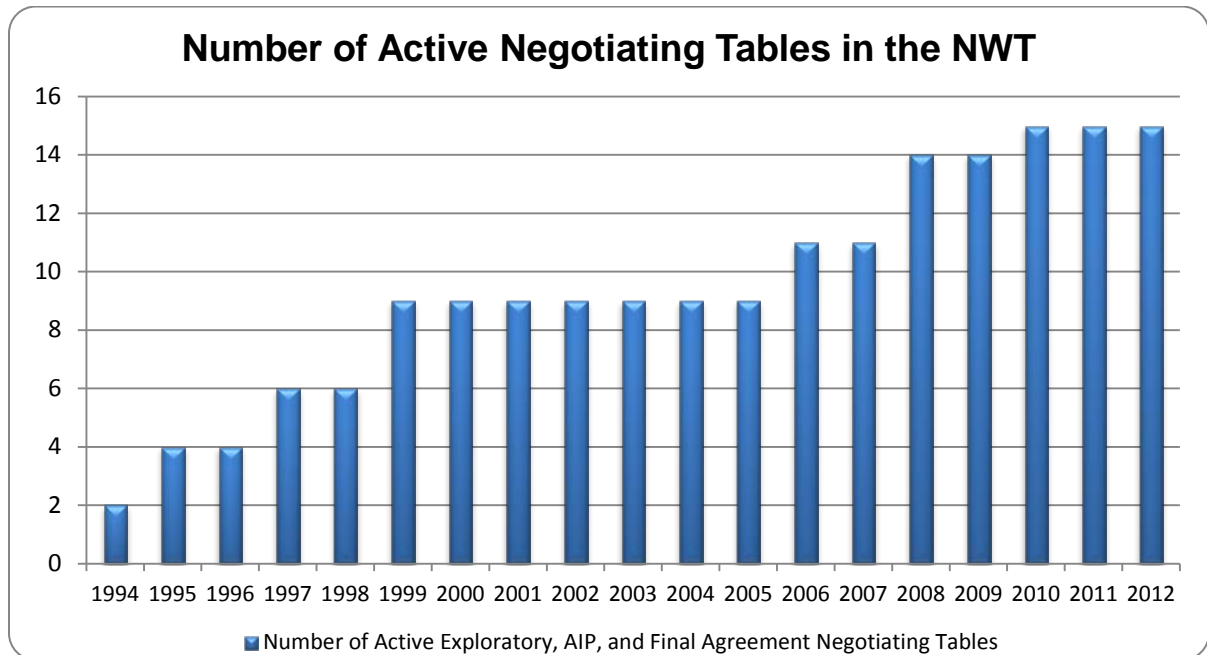
1. Conclude the Délı̄nę Final Self-Government Agreement
2. Conclude an Inuvialuit Self-Government Agreement-in-Principle
3. Conclude an Acho Dene Koe Land, Resources and Governance Agreement-in-Principle
4. Conclude a Northwest Territory Métis Nation Phase I Agreement-in-Principle
5. Conclude a Colville Lake Self-Government Framework Agreement
6. Advance a Dehcho Land, Resources and Self-Government Agreement-in-Principle
7. Advance a Tulita Self-Government Agreement-in-Principle
8. Advance a Norman Wells Land Corporation Self-Government Agreement-in-Principle
9. Advance an Akaitcho Dene Land, Resources and Self-Government Agreement-in-Principle
10. Advance a Gwich'in Self-Government Agreement-in-Principle
11. Advance a Fort Good Hope Self-Government Framework Agreement
12. Advance a Kátł'odeeche First Nation (KFN) Framework Agreement, once the KFN have decided on whether to pursue a Treaty Land Entitlement, a community-based land claim or remain with the Dehcho Process in the negotiation of a regional land, resources and self-government agreement
13. Advance the Framework Agreement for First Nation of Nacho Nyak Dun and commence transboundary negotiations
14. Advance the finalization of Manitoba Denesuline Settlement Agreement
15. Advance the finalization of Athabasca Denesuline Settlement Agreement

**Measures Reporting**

(Measures reflect data to March 31, 2012)

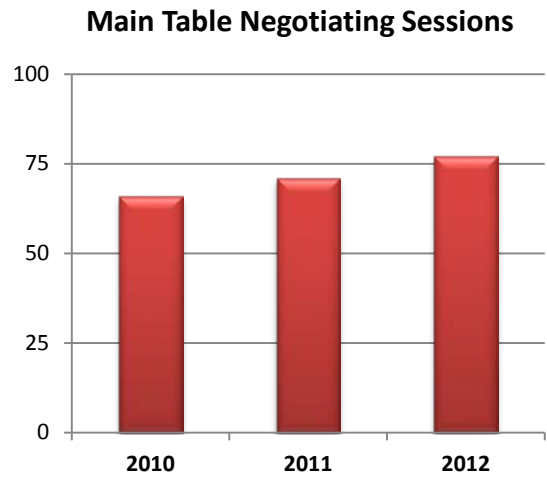
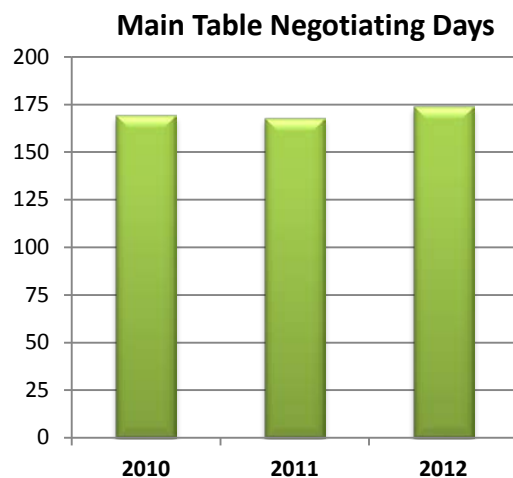
*Measure 1*

*Number of Active Negotiations*



Across Canada, Aboriginal rights negotiations take, on average, approximately 20 years to complete. Negotiations in the NWT reflect this trend. Regional land and resources negotiations, fulfilling commitments to negotiate community-based self-government agreements, and increased interest from non-resident Aboriginal groups to settle their Aboriginal and treaty rights in the NWT have increased DAAIR's workload over the last several years.

*Measure 2 - Number of Negotiating Sessions Attended*



## *Aboriginal Affairs and Intergovernmental Relations*

With the increase in the number of negotiating tables from 9 in 2005 to 15 today, there has been a corresponding increase in the overall volume of activity for the department. As milestones are approached at some tables, activity levels at those tables have also increased significantly. Negotiations at other tables continue to occur and, while progress has been made at some tables, others require further time and effort on the part of all parties.

### *Measure 3*

#### *Milestones Reached in Negotiating Agreements*

- Negotiators have completed an advanced draft of a Self-government Framework Agreement with the Behdzi Ahda First Nation of Colville Lake.
- Negotiators completed a draft Framework Agreement for community-based land claim negotiations with the Kátl'odeeche First Nation.

## **KEY ACTIVITY 3: IMPLEMENTING AND MONITORING LAND, RESOURCES, AND SELF-GOVERNMENT AGREEMENTS**

### *Description*

The **Implementation Division** is responsible for negotiating implementation plans and related financing agreements, including incremental costs, associated with implementing land, resources and self-government agreements. It is also responsible for negotiating a comprehensive approach for self-government financing with the federal government.

Fulfilling the GNWT's obligations under land, resources and self-government agreements ensures that Aboriginal governments and the people they represent enjoy the benefits of their agreements. It also builds the foundation for mutually respectful government-to-government relations and promotes comparable levels of programs and services throughout the NWT.

### *Major Program and Service Initiatives 2012-13*

Where joint approaches to program and service delivery are being considered, DAAIR will work collaboratively with social envelope departments, GNWT agencies, Aboriginal governments and Canada to identify arrangements that meet the interests of all parties to an agreement. Where specific program and service initiatives have been identified, such as the repatriation of Aboriginal early childhood education and Tłıchǵ scholarship programs with the Tłıchǵ Government or the involvement of the future Délıne Got'ıne Government in K – 12 education, DAAIR will work with departments to identify and assess impacts, determine next steps and coordinate GNWT input and support.

Once the federal *Fiscal Harmonization Initiative* has been fully articulated, DAAIR will continue its efforts to engage Canada and Aboriginal governments in a dialogue respecting the financing of self-government implementation in the NWT. The GNWT will continue its efforts to engage Canada and Aboriginal governments to ensure that all parties to self-government negotiations are fully aware of the funding realities associated with implementing self-government agreements in the NWT.

DAAIR will represent the GNWT at trilateral negotiations for the renewal of 10-year Gwich'in and Sahtu Implementation Plans and related bilateral funding agreements with Canada. DAAIR will also lead GNWT participation at trilateral negotiations for a new 10-year Inuvialuit implementation funding agreement.

DAAIR will conclude the negotiation of a Pre-effective Date Plan, Implementation Plan and Financing Agreement to accompany a Délıne Final Self-government Agreement, and will represent the GNWT in new trilateral fiscal and implementation processes. Based on current projected negotiating timelines, these will include the negotiation of fiscal agreements and implementation plans associated with an Inuvialuit self-government agreement and the Acho Dene Koe land, resources and self-government agreement. Following ratification of the Délıne Final Self-Government Agreement, DAAIR will also coordinate the completion of GNWT pre-effective date activities and obligations, as well as the GNWT's participation in tripartite obligations that must be undertaken prior to the effective date of the agreement.

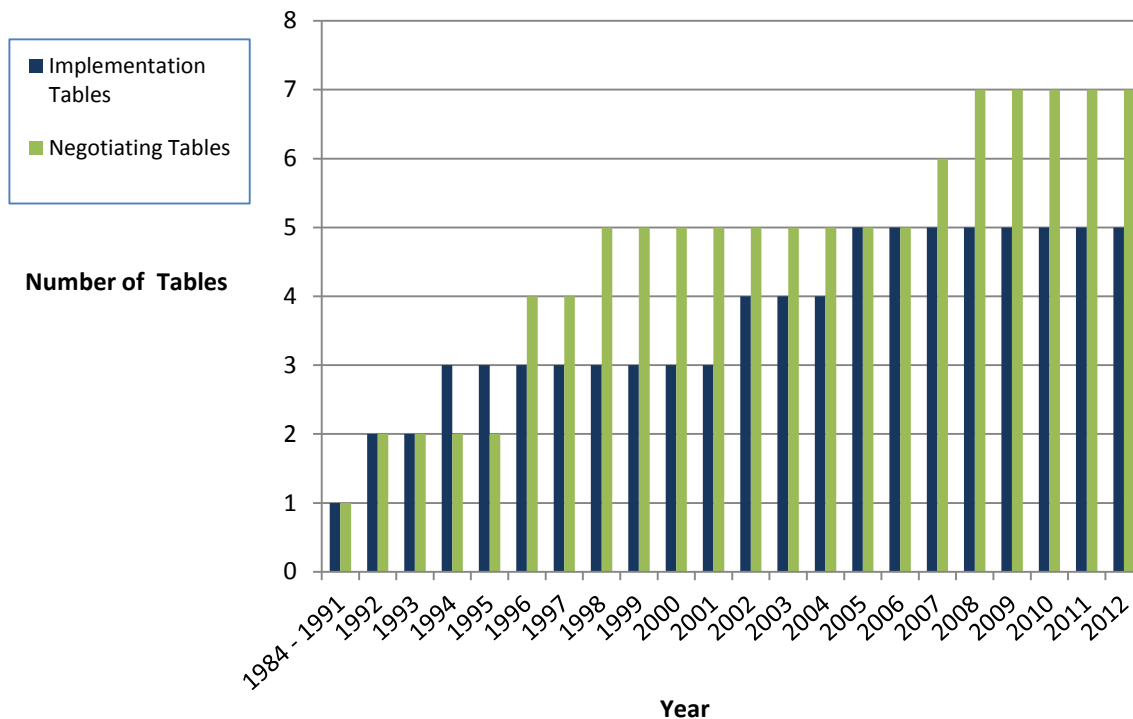
**Measures Reporting**

(Measures reflect data to March 31, 2012)

*Measure 1*

*Number of Negotiation and Implementation Tables Participated In*

**Participation in Negotiation and Implementation of Land, Resources and Self-government Agreements**



*Measure 2*

*Milestones reached in negotiating implementation plans and fiscal agreements*

As part of the trilateral Déłı̄nē Joint Fiscal and Implementation Working Group, DAAIR participated in the ongoing negotiation of a consolidated financing agreement for the Déłı̄nē Goł'ı̄nē Government. The agreement replaces separate financial transfer and own source revenue agreements, which were previously being negotiated. A single financing agreement will streamline future fiscal relations between the parties. DAAIR also participated in the ongoing negotiation of the Pre-effective Date and Implementation Plans that will accompany the final self-government agreement.

*Measure 3*

*Number of departmental information and advisory sessions*

In addition to daily contact with GNWT departments on implementation issues, DAAIR continued to meet with departments at least once per week on average to discuss matters related to the implementation of existing agreements, the completion of a financing agreement and implementation plans to accompany the Déłı̄nē Final Self-Government Agreement as well as the negotiation of fiscal and implementation provisions to be included in agreements-in-principle under negotiation and potential joint program and service delivery arrangements with future Self-Governments.



Specific coordination and education initiatives for 2010-11 included:

- Coordinated and prepared GNWT implementation status reports with departments for discussion at Gwich'in (2), Sahtu (2), Tłıchq (4) and Inuvialuit (2) implementation committee meetings.
- Coordinated and prepared GNWT input into four annual reports (2009-10) detailing implementation activities of all of the parties to existing land, resources and self-government agreements.
- Coordinated and chaired an interdepartmental implementation working group meeting to discuss current implementation activities, and current or potential fiscal and implementation issues arising at negotiating tables.
- Coordinated GNWT participation at government contracting workshops for Sahtu and Tłıchq businesses and beneficiaries.
- Coordinated and participated in two meetings between Délıne self-government team members and GNWT departments to discuss capacity building and the future exercise of self-government jurisdiction in the area of education.
- Coordinated and participated in two workshops of GNWT senior managers and project consultants to assess post self-government program and service delivery models.

Specific coordination and education initiatives for 2011-12 included:

- Coordinated and prepared GNWT implementation status reports with departments for discussion at Gwich'in (2), Sahtu (3), Tłıchq (3) and Inuvialuit (2) implementation committee meetings.
- Coordinated and prepared GNWT input into four annual reports (2010-11) detailing implementation activities of all of the parties to existing land, resources and self-government agreements.
- Coordinated and chaired an interdepartmental implementation working group meeting to discuss current implementation activities, and current or potential fiscal and implementation issues arising at negotiating tables.
- Coordinated GNWT participation at government economic development programs workshops in Behchokq and Yellowknife for Tłıchq businesses and beneficiaries.
- Coordinated and participated in one meeting between Délıne self-government team members and Education, Culture and Employment to discuss capacity building and the future exercise of self-government jurisdiction in the area of education.
- Coordinated and participated in the presentation of the results of DAAIR's "Assessment of Joint Program and Service Delivery Arrangements with Self-governments" to Deputy and Assistant Deputy Ministers and, in subsequent bilateral workshops, to Aboriginal governments and Canada.
- Coordinated GNWT participation in two engagement sessions on the federal government's new "Fiscal Harmonization" formula approach to funding Aboriginal self-governments.

*Measure 4*

*Number of GNWT-related issues brought before Implementation Committees for resolution*

Status reports and implementation committee minutes illustrate that there are currently no outstanding GNWT issues under any land, resources and self-government agreements.

## **KEY ACTIVITY 4: MANAGING THE GNWT'S INTERGOVERNMENTAL RELATIONS**

### *Description*

The **Intergovernmental Relations Division** promotes and advances the GNWT's commitment to develop and maintain mutually respectful intergovernmental relations between the GNWT and federal, provincial, territorial, Aboriginal and international governments. In doing so, the division protects, develops and promotes the interests and aspirations of NWT residents in the GNWT's intergovernmental relations activities.

### *Major Program and Service Initiatives 2012-13*

DAAIR will finalize the development and subsequently oversee the implementation of a comprehensive Aboriginal Government Engagement Strategy which will set out principles of engagement and contain concrete actions departments can undertake to engage in mutually respectful government-to-government relationships with Aboriginal governments at both the community and regional level. It will be the collective responsibility of all departments to do their part in ensuring its proper implementation. In doing so, the GNWT and Aboriginal governments will be better positioned to advance their respective and shared priorities and serve the interests of all NWT residents.

DAAIR will continue to prepare and support the Premier's and Cabinet's engagement in government-to-government meetings with Aboriginal governments and community leaders. Engagement with Aboriginal governments will include regular bilateral meetings between government leaders focusing on regional issues and discussing ways governments can work together.

DAAIR will continue to support the Premier's and Cabinet's attendance at Annual General Assemblies (AGAs) by coordinating the development of GNWT key messages, coordinating briefing material on issues expected to be discussed and through the distribution of resolutions arising from AGAs to relevant departments for appropriate and timely follow-up.

DAAIR will finalize the development and subsequently oversee the implementation of a Federal Engagement Strategy to assist the GNWT in advancing its key federal priorities. The implementation of the overall strategy will be the collective responsibility of Cabinet and lead GNWT departments.

A component of the GNWT's Federal Engagement Strategy will include the strengthening of the GNWT's presence in Ottawa, both at the bureaucratic and political levels. DAAIR, in collaboration with all departments, is developing a proposal for how to strengthen the bureaucratic presence in Ottawa, with an implementation target of April 2013.

DAAIR will prepare for and coordinate activities in support of an NWT Day in Ottawa in early 2013 to showcase the NWT. The purpose of the event will be to raise awareness and understanding of the NWT and the territory's contributions to Canada. This will be accomplished through partnerships that will showcase the territory's culture and traditions and economic potential to the public, business leaders and federal decisions makers.

In preparation for Canada assuming the Chairmanship of the Arctic Council in 2013, DAAIR will continue to work with our partners in the Permanent Participant organizations, other territorial governments and the federal government to ensure the GNWT is in a position to effectively

communicate its key interests in the development of Canada’s Arctic Council agenda. The Arctic Council is the leading multilateral forum through which the federal government advances its Arctic Foreign Policy priorities and promotes Canada’s northern interests. Canada’s Arctic Foreign Policy guides its Arctic Council activities and delivers on the international dimension of its *Northern Strategy*.

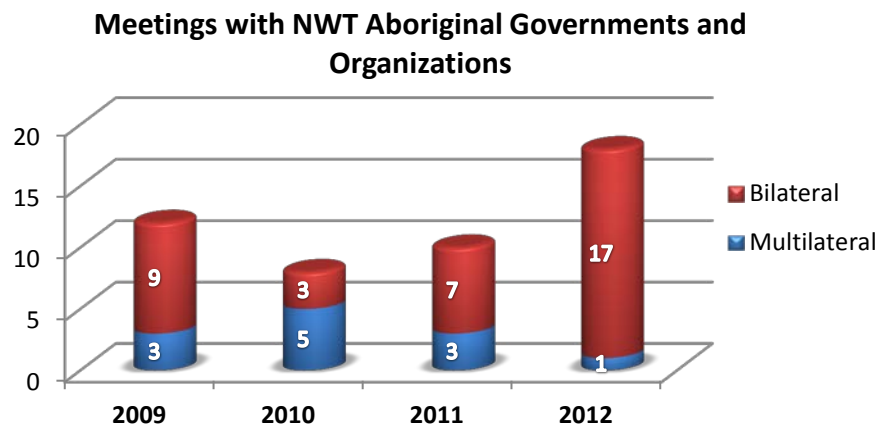
DAAIR will continue to support the participation of the Premier in major intergovernmental meetings such as First Ministers’ Meetings, the Council of the Federation meetings, the Western Premiers’ Conference and the Northern Premiers’ Forum so as to advance GNWT and pan-territorial priorities and objectives and to continue to raise awareness of northern issues at the regional, national and international level.

**Measures Reporting**

*(Measures reflect data to March 31, 2012)*

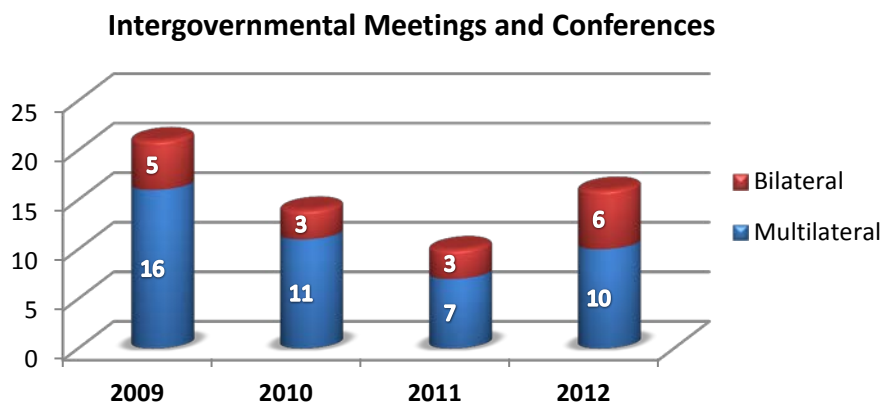
*Measure 1*

*Number of Multilateral and Bilateral Meetings with NWT Aboriginal Governments*



*Measure 2*

*Number of Other Bilateral and Multilateral Intergovernmental Meetings/Conferences Supported*



## ***c) Responding to Priorities of the 17<sup>th</sup> Assembly***

The department is undertaking the following activities in support of the priorities identified by the 17<sup>th</sup> Assembly:

### **Priority 1 – Build a Strong and Sustainable Future for Our Territory**

#### **Description**

DAAIR's core business directly supports the 17<sup>th</sup> Legislative Assembly's priority of *Building a Strong and Sustainable Future for Our Territory* and the department will continue to work hard at strengthening relationships with Aboriginal and other northern governments.

#### **Planned Activities for 2012-13**

- Develop and coordinate the implementation of a Federal Engagement Strategy to assist the GNWT in advancing its key federal priorities. Activities include:
  - Developing a proposal for how to strengthen the GNWT's bureaucratic presence in Ottawa, with an implementation target of April 2013
  - Coordinating a NWT Day in Ottawa in early 2013 to showcase the NWT, raise awareness and understanding of the NWT and our contributions to Canada
- Develop and coordinate the implementation of a comprehensive Aboriginal Government Engagement Strategy with a view to building and maintaining mutually respectful relations and advancing territorial priorities.
- Prepare and support the Premier's and Cabinet's engagement in government-to-government meetings with Aboriginal governments and community leaders. Since the beginning of the 17<sup>th</sup> Legislative Assembly, government-to-government meetings have been held with almost all Aboriginal governments. Outcomes include:
  - commitment for regular government-to-government meetings to discuss issues of mutual interest and concern
  - commitment to develop intergovernmental agreements with the Tłıchǫ Government and the Northwest Territory Métis Nation to formalize government-to-government relationships with the GNWT
- Continue to make progress in finalizing land, resources and self-government agreements that are workable, affordable and respectful of Aboriginal rights. This will require:
  - working with the federal government to reach agreement on a common governance vision for the NWT
  - continue to lobby the federal government to provide adequate funding to Self-Governments to fully and meaningfully implement their self-government agreements
  - developing and revising negotiating mandates to address emerging issues
- Continue the ongoing implementation of land, resources and self-government agreements by ensuring that all GNWT obligations within the agreements are met.

- Continue to build and maintain strong and effective pan-territorial working relationships with the Yukon and Nunavut governments to advance files of pan-territorial and national significance.
- Continue to participate and provide input into the development of a Territorial Land Use Framework and other land management decisions with a view of meeting territorial interests relating to land and resources, finding fair and workable solutions on issues such as the selection of settlement land by Aboriginal parties, and establishing workable resource management regimes.

**Participating Departments**

These activities will involve most GNWT departments. In particular, it is the collective responsibility of all departments to support the effective implementation of both the Aboriginal Government and Federal Engagement strategies.

**Priority 3 – Strengthen and Diversify Our Economy**

**Description**

DAAIR's core business supports the 17<sup>th</sup> Legislative Assembly's priority to *Strengthen and Diversify Our Economy* and the department will continue to provide input into improving the Northwest Territories regulatory processes.

**Planned Activities for 2012-13**

- Continue to participate and provide input in Regulatory Improvement Initiatives aimed at providing for an effective and efficient NWT regulatory system.
- Continue to ensure that regulatory improvement initiatives are fully respectful of, and compliant with, existing land, resources and self-government agreements in the NWT.

## *d) Infrastructure Investments*

### *Planned Activities – 2012-13*

The department does not anticipate any infrastructure investments in 2012/13.

## *e) Legislative Initiatives*

### *Planned Activities – 2012-13*

As the Délinç Self-Government Agreement, Implementation Plans and Financing Agreement near the completion and ratification stage, DAAIR will commence the development of the required legislation to confirm the Délinç Self-Government Agreement.

## f) Human Resources

### Overall Human Resource Statistics

#### All Employees

	2011	%	2010	%	2009	%	2008	%
Total	38	100	43	100	42	100	37	100
Indigenous Employees	25	66	28	65	27	64	20	54
Aboriginal	12	32	14	33	13	31	11	30
Non-Aboriginal	13	34	14	32	14	33	9	24
Non-Indigenous Employees	13	34	15	35	15	36	17	46

Note: Information as of December 31 each year.

#### Senior Management Employees

	2011	%	2010	%	2009	%	2008	%
Total	5	100	5	100	6	100	5	100
Indigenous Employees	2	40	2	40	3	50	2	40
Aboriginal	-	-	-	-	1	17	-	-
Non-Aboriginal	2	40	2	40	2	33	2	40
Non-Indigenous Employees	3	60	3	60	3	50	3	60
Male	4	80	4	80	5	83	4	80
Female	1	20	1	20	1	17	1	20

Note: Information as of December 31 each year.

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%
Total	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-

Note: Information as of December 31 each year.

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%
Total	-	-	-	-	-	-	-	-

Note: Information as of December 31 each year.



**Position Reconciliation**

This information differs from the employee information on the preceding page; Human Resource information reflects actual employees as of December 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

**Active Positions**

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Main Estimates</b>
Total	40	(1)	39
Indeterminate full-time	40	(1)	39
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
Project Manager, Mandate Review	Yellowknife	Headquarters	Deleted	Sunset of term position established in 2010-11

**Other Positions**

Summary:

	<b>2011-12</b>	<b>Change</b>	<b>2012-13</b>
Total	4 (Note 1)	-	4
Indeterminate full-time	4	-	4
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
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No position adjustments during the year.

Note 1:

These 4 positions are funded by third-party funding from the federal government to assist the department in providing the overall coordination of GNWT departmental implementation activities and obligations pursuant to the Inuvialuit Final Agreement and the Gwich'in, Sahtu and Tłı̨chǫ implementation plans. It should be noted that the Inuvialuit Regional Corporation, Gwich'in Tribal Council, Sahtu Secretariat Incorporated and the Tłı̨chǫ Government have separate bilateral funding arrangements with the federal government for the coordination of their implementation responsibilities.

**Other Human Resource Information**

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011. The information is current as of December 31, 2011.

<b>Summer Students</b>				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
3	3	2	1	-

<b>Interns</b>				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
-	-	-	-	-

<b>Transfer Assignments (In)</b>				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
5	3	2	1	2

<b>Transfer Assignments (Out)</b>				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
2	2	1	1	-

**Activities Associated with Staff Training & Development**

DAAIR supported the participation of staff in a number of professional development and training opportunities, including the GNWT's Leadership Development Program and a conflict resolution certificate program offered through the Justice Institute of British Columbia. This specialized negotiations training is coordinated by DAAIR and also offered to staff in other departments across government.

DAAIR continues to take a proactive approach to succession planning and the development of managers and staff through developmental transfer assignments and ongoing training and mentorship. It is expected that these individuals will receive ongoing mentorship and training that will allow them to be successful in more senior roles within the department and the GNWT in the future.

## *g) Information Systems and Management*

### *Overview*

The Technology Services Centre provides Information Technology support to DAAIR. The department does not have a separate IM/IS plan or strategy. The IM/IS infrastructure currently in place fulfills the needs of the department.

### *Planned Activities - 2012-13*

The department does not anticipate any IM/IS initiatives during 2012/13.

**EDUCATION, CULTURE  
AND EMPLOYMENT**



## **1. OVERVIEW**

### **MISSION**

The mandate of the Department of Education, Culture and Employment is to provide quality programs, services and supports in early childhood development, K-12 education, postsecondary and adult education, career development, apprenticeship and occupational certification, employment standards, income security, official languages, arts, and culture and heritage.

### **GOALS**

1. ***Pride in our Culture*** - Northerners who are knowledgeable about and proud of their culture.
2. ***Education of Children and Youth*** - Northern families developing a strong foundation for their children's learning.
3. ***Education of Adults*** - Northern adults continuing to learn and grow to meet the requirements of daily living.
4. ***A Skilled and Productive Work Environment*** - Northerners participating in a strong and prosperous work environment.
5. ***People Participating Fully in Society*** - Northerners actively participating in community and society to their fullest potential.

**KEY ACTIVITIES**

- Directorate and Administration
- Culture, Heritage and Languages
  - *Culture and Heritage*
  - *Official Languages*
- Early Childhood and Schools
  - *Early Childhood Development*
  - *K-12 Education*
  - *Library Services*
- Adult and Postsecondary Education
- Employment and Labour
- Income Security

## 2. EMERGING ISSUES

### *Culture and Heritage*

Arts and culture in all forms of expression provide a foundation for learning and growth. Benefits from developing individuals' artistic and cultural skills are a strengthened sense of identity and cultural pride. Since the *NWT Arts Strategy* was implemented in 2004, there have been sustained increases in support and funding for artists and cultural organizations.

Overall, cultural sector contributions toward the Northwest Territories' (NWT) Gross Domestic Product (GDP) declined from \$19.9 million in 2001 to \$18.4 million in 2010<sup>1</sup>. Employment in the Information, Culture and Recreation Service Sector, as a percentage of total NWT employment, has grown from 3% in 2001 to 3.85% in 2009, not including artists in the goods producing sector<sup>2</sup>. In 2008, 21% of Aboriginal women aged 15 and older participated in making northern arts and crafts, and, of these Aboriginal women, nearly 34% earned income from their products<sup>3</sup>.

The Department supports individuals and organizations involved in cultural activities. ECE also gathers, preserves and disseminates information on traditional, historic and current names for geographic features and populated places across the NWT. Recently, interest in nominating geographic names for official status has increased.

Another issue is global warming, which has caused significant thawing of permafrost leading to slope erosion, particularly in the Mackenzie Delta, exposing significant paleontological and archaeological finds. The Department continues to work with other stakeholders toward researching and protecting these heritage resources.

### *Aboriginal and Official Languages*

The segment of the Aboriginal population most fluent in one or more Aboriginal languages and holder of most traditional knowledge is aging. A number of social, political and demographic factors affect Aboriginal language acquisition and maintenance as well as intergenerational transmission of languages. Included amongst these is the legacy of residential schools.

The percentage of the Aboriginal population aged 15 years and over able to speak an Aboriginal language dropped from 59% in 1984 to 38% in 2009<sup>4</sup>. However, the annual average percentage change is slowing down: from 1989 to 1999, Aboriginal language usage declined by 11% compared to a 7% decline from 1999 to 2009<sup>5</sup>. Given the diversity and circumstances affecting Aboriginal language communities, many lack the capacity to plan for, deliver and evaluate their language activities and to address associated language revitalization issues.

The Department continues to implement the *NWT Aboriginal Languages Plan: A Shared Responsibility* and to make targeted investments in support of Aboriginal language community initiatives, Language Nest Programs, and Aboriginal Language and Culture Based Kindergarten to

<sup>1</sup>Statistics Canada, Labour Force Survey. See table. Information is not available after 2008.

<sup>2</sup>NWT Bureau of Statistics: in person

<sup>3</sup>NWT Bureau of Statistics, in person

<sup>4</sup>NWT Bureau of Statistics: in person

<sup>5</sup> NWT Bureau of Statistics



## *Education, Culture and Employment*

Grade 12 education. The Department is also implementing the *GNWT Strategic Plan on French Language Communications and Services* to meet obligations for the provision of services in French.

### *Early Childhood*

The goal of early learning and child care programs is to support parents and caregivers in their efforts to nurture children's development from birth until the time the child enters school. A better start in life makes it easier for children to gain the necessary socialization skills and be healthy, which over time contributes to greater success in life, including academic success at school and improved economic prospects.

The *Early Childhood Development Framework for Action* was jointly developed in 2001 by Health and Social Services (HSS) and ECE to promote an integrated service delivery model. A review of the Framework indicated that more GNWT support for early childhood programs is required. Notably, services for young children with challenges, disabilities or developmental delays were not targeted and, overall, the sector continues to face difficulties despite increased investments in this area.

Early language immersion delivered as Language Nests by early childhood development providers is challenged by varying funding structures and arrangements which hamper the coordination and administration of services. Another issue, both in the early childhood sector and in the Kindergarten to Grade 12 NWT education system, is the lack of fluent speakers. In the school system currently, Aboriginal teachers only constitute nine percent of all teachers.

## *Education*

### *Kindergarten to Grade 12 Education System*

Low literacy levels in the early grades are predictors of academic school success and studies show that reading ability is a strong predictor of high school graduation. Children in Canada are expected to read well by the end of Grade 3 so that by Grade 4 they can learn from a variety of texts. In 2010-11, only 26.4% of Grade 3 NWT students in communities met acceptable standards on Alberta Achievement Tests in English Language Arts, compared to 67.9% in Yellowknife and 68.6% in regional centres.

The Department has partnered and cost shared with all jurisdictions on a number of literacy initiatives and will continue to do so to promote all students' academic success. Nonetheless, a fully cooperative, integrated approach is required involving students' parents, families and the wider community, the school, Aboriginal leaders, other partners in education as well as other key GNWT departments, notably Health and Social Services (HSS). Regional Aboriginal Government leaders and chairs of education authorities and Aurora College signed the Aboriginal Student Achievement (ASA) Partnership Declaration in July 2011, committing partners to work together on providing a quality education system in the NWT.

From 2000 to 2011, total Kindergarten to Grade 12 enrolment declined from 9,998 to 8,445, due largely to changing demographics. The number of high school graduates of Aboriginal descent has increased from 174 in the 2007 calendar year to 185 in 2011. Yet, the graduation rate for Aboriginal students as a percentage of the population of 18 year olds declined from 43% in 2010 to 37% in 2011<sup>6</sup>. Similarly, the number of graduates in small communities went from 104 in 2009, to 78 in 2010, and 87 in 2011.

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<sup>6</sup>Education Operations and Development Records; NWT Bureau of Statistics

The provision of timely, high quality and policy-relevant student data is a vital foundation for evidence based decision-making in the NWT education system. As students enter school and progress, it is vital to record information on enrolment and attendance, transfers, students leaving school and completions at each level, as well as on individual students' learning needs, and community and family context.

Work is underway to develop and implement more comprehensive accountability and reporting frameworks for both the NWT Kindergarten to Grade 12 education and Aurora College systems. More effective performance planning, monitoring and measurement systems will require a greater re-focusing of effort and resources, also affecting the growing demand for computer and Internet access in the education system and at various levels of client services. The Department continues to work with the Technology Service Centre (TSC) to improve the education communications network, which is especially critical for smaller communities relying on satellite technology and requiring further investments in the future. The Department will implement PowerSchool, the new responsive Student Information System, prior to the start of the 2012-13 school year.

### ***Adult Education***

Postsecondary education and training programs, along with pathways through secondary school, prepare Northerners for participation in occupations that present high employment opportunities, including mining, construction, nursing, teaching, social work and management, as well as addressing literacy gaps. The Aurora College Teacher Education Program (TEP) is an accredited NWT-based program for teachers. As referenced earlier, Aboriginal teachers currently make up only nine percent of NWT teachers in the Kindergarten to Grade 12 NWT education system. In recent years, the number of Aboriginal TEP graduates has remained static while a greater number of teachers have retired. Strategies must be developed to make the TEP program more attractive for prospective students, especially Aboriginal students, to enter and complete the program.

As regards youth literacy levels, results from the International Adult Literacy and Skills Survey 2003 indicate that almost half of NWT youth are below level 3 prose literacy, meaning they struggle to understand and use information in daily life. Youth with low literacy levels are less likely to complete high school, attend postsecondary education and find employment than those with higher literacy levels, which is a concern as youth 16 to 25 constitute roughly 21% of the NWT population.

The Department has developed an Adult Recognition Model (ARM) that combines credits that adult students can earn through the completion of academic courses with credits granted through Prior Learning Assessment and Recognition (PLAR). The model recognizes the value of learning that occurs outside the formal classroom and adheres to NWT Senior Secondary School graduation requirements. Aurora College, as the main service delivery agent, is piloting ARM as part of Adult Literacy and Basic Education (ALBE) programming. Upon completing and graduating with a high school diploma or equivalent, students then face the challenge of financing postsecondary studies and being able to attend such studies in the North.

Aurora College, the only publicly funded postsecondary institution in the NWT, has a decentralized structure comprised of three campuses and 23 Community Learning Centres. There is a growing interest in making more university level programming available in the NWT, including from private institutions. Various sectors have also expressed an interest in the development of a northern university building on existing public college systems.

## *Education, Culture and Employment*

### *Employment*

The greater need for qualified, well-trained Northerners to meet current and future NWT labour force demand stems from socio-economic agreements that include industry commitments on employment and training; ongoing demand for public sector professionals; self-governments requiring staff implementation and program administration skills; and devolution that will result in approximately 300 positions transferred to the GNWT, 175 of which are projected to be filled by NWT residents. With skills shortage, employers have to look elsewhere to fill positions in key occupations.

Many employers are struggling to find workers with the right skill sets. At the same time, however, many NWT residents cannot find sustainable employment to support themselves and their families. While there have been improvements in the education and employment levels of people in the NWT over the past ten years, many challenges remain to be addressed. Low NWT education levels continue to be a challenge for underrepresented groups. Many people in smaller remote communities do not want to move away for work, and there are fewer opportunities for long-term, full-time employment there than in larger regional centres or in Yellowknife.

The NWT employment rate has been lower than in the past but there are signs of economic recovery with the employment rate having risen from 66.6 % in 2010 to 70.7% in 2011<sup>7</sup>. Statistics from 2011 indicate, however, that a wide gap remains between the 80.7% employment rate in Yellowknife compared to the 59.3% in all other communities combined. Similarly, the employment rates for the Aboriginal and non-Aboriginal population in 2011 were respectively 54.1%, and 84.1%<sup>8</sup>.

The Department, in partnership with other stakeholders, is responsible for labour force development in the NWT. The *NWT Labour Force Development Framework – People, Partnerships, Possibilities* was developed by the partners to provide a lens for all labour market stakeholders, strategies, and plans to coordinate limited capacity and resources. ECE will continue to work with its partners to ensure all NWT residents have equal access to training and employment opportunities through various initiatives such as targeted investments in the trades and other Northern occupations as well as continuation of the Small Community Employment Supports program in eligible communities.

### *Income Levels*

Achieving improved client outcomes involves the integration of developmental opportunities alongside the provision of financial supports. ECE reviews programs regularly to ensure they are equitable and meet the basic needs of eligible Northerners. This is done with a view to promoting self-reliance through service management and maintaining linkages with the wider GNWT work on poverty. A consistent theme raised during the GNWT poverty engagement process is to ensure programs such as Income Assistance do not promote dependency nor act as a disincentive to work.

Between 1999 and 2005, the percentage of the population receiving Income Assistance decreased from 8.7% to 4.4%. Since 2006, however, there has been a gradual increase leading to a more pronounced increase by 2011 of the percentage of the population receiving Income Assistance: 4.7% in 2007 and 2008, 5.5% in 2009, and 5.3% in both 2010 and 2011<sup>9</sup>. This can be attributed partly to program changes implemented from 2007, to the economic downturn in 2009, and the subsequent

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<sup>7</sup>NWT Bureau of Statistics

<sup>8</sup>[http://www.stats.gov.nt.ca/labour-income/labour-force-activity/Annual\\_Reports/2009%20Annual%20LFS.pdf](http://www.stats.gov.nt.ca/labour-income/labour-force-activity/Annual_Reports/2009%20Annual%20LFS.pdf)

<sup>9</sup>NWT Bureau of Statistics: in person

gradual but still precarious recovery. The Department continues to respond to the rise in Income Assistance cases and associated costs.

The Department will consider advice received from the Disability Steering Committee Partnership on Income Assistance policies, procedures, and benefits for persons with disabilities. In addition, the Child Care User Subsidy (CCUS) program is being modified to ensure it best supports low-income parents requiring additional assistance to pursue further education or enter the workforce.

### 3. 2012-1 PLANNING INFORMATION

The detailed description of planned activities for the Department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the Department’s operation expenses and revenues.
- b) **Key Activities** describes the Department’s major programs and services, including strategic activities, as well as results to date and measures.
- c) **Putting Priorities into Action** describes current major activities the Department is leading in supporting the priorities identified by the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the Department’s planned infrastructure investments for 2012-13.
- e) **Legislative Initiatives** provides a summary of the Department’s legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as Departmental training and development.
- g) **Information Systems and Management** describes Department-specific information and management systems as well as major initiatives planned for 2012-13.

#### a) Fiscal Position and Budget

##### DEPARTMENTAL SUMMARY

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OPERATIONS EXPENSE</b>				
Directorate and Administration	10,296	10,219	10,219	10,896
Education and Culture	192,055	190,224	190,945	186,866
Advanced Education	46,568	47,110	45,908	42,074
Income Security	39,668	40,620	38,823	39,321
<b>TOTAL OPERATIONS EXPENSE</b>	<b>288,587</b>	<b>288,173</b>	<b>285,895</b>	<b>279,157</b>
<b>REVENUES</b>	<b>9,598</b>	<b>10,015</b>	<b>8,293</b>	<b>9,923</b>

**OPERATION EXPENSE SUMMARY**

	<b>Main Estimates 2011-12</b>	<b>Forced Growth</b>	<b>Initiatives</b>	<b>Sunsets and Other Adjustments</b>	<b>Internal Reallocations</b>	<b>Proposed Budget 2012-13</b>
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
<b>DIRECTORATE AND ADMINISTRATION</b>						
Directorate and Administration	10,219	2	0	0	75	10,296
<b>TOTAL DIRECTORATE AND ADMINISTRATION</b>	<b>10,219</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>10,296</b>
<b>EDUCATION AND CULTURE</b>						
Early Childhood Development	7,306	0	0	0	2	7,308
Instructional and Support Services	3,833	0	0	(227)	(14)	3,592
Aboriginal Language and Culture Education	8,224	81	0	0	3	8,308
Inclusive Schooling	26,803	184	0	0	0	26,987
Minority Language Education and Instruction	2,588	0	0	0	0	2,588
Education Operations and Development	2,227	0	0	0	17	2,244
School Contributions	122,888	1,954	0	(766)	(140)	123,936
NWTTA Professional Improvement Fund	1,620	0	0	0	0	1,620
Library Services	2,013	0	0	0	8	2,021
Culture and Heritage	5,973	0	0	0	26	5,999
Official Languages	7,470	0	150	(189)	21	7,452
<b>TOTAL EDUCATION AND CULTURE</b>	<b>190,945</b>	<b>2,219</b>	<b>150</b>	<b>(1,182)</b>	<b>(77)</b>	<b>192,055</b>
<b>ADVANCED EDUCATION AND CAREERS</b>						
Adult and Postsecondary Education	36,840	304	0	356	10	37,510
Apprenticeship, Trades and Occupations	3,028	0	0	0	(19)	3,009
Career and Employment Development	3,263	0	0	0	21	3,284
Employment Standards	790	0	0	0	(15)	775
Management and Program Support	1,987	0	0	0	3	1,990
<b>TOTAL ADVANCED EDUCATION AND CAREERS</b>	<b>45,908</b>	<b>304</b>	<b>0</b>	<b>356</b>	<b>0</b>	<b>46,568</b>
<b>INCOME SECURITY</b>						
Income Assistance Programs	26,428	993	0		(91)	27,330
Student Financial Assistance	12,395	0	0	(150)	93	12,338
<b>TOTAL INCOME SECURITY</b>	<b>38,823</b>	<b>993</b>	<b>0</b>	<b>(150)</b>	<b>2</b>	<b>39,668</b>
<b>TOTAL DEPARTMENT</b>	<b>285,895</b>	<b>3,518</b>	<b>150</b>	<b>(976)</b>	<b>0</b>	<b>288,587</b>

**REVENUE SUMMARY**

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>TRANSFER PAYMENTS</b>				
Canada Student Loans Program	2,021	2,021	900	1,991
Canada NWT Cooperation Agreement for French and Aboriginal Languages	3,800	3,800	3,800	3,800
Canada-NWT Cooperation Agreement for Minority-Language Education and Second-Language Instruction - French	2,588	2,985	2,588	2,587
Early Learning and Child Care	0	0	0	272
<b>TOTAL</b>	<b>8,409</b>	<b>8,806</b>	<b>7,288</b>	<b>8,650</b>
<b>TAXATION REVENUE</b>				
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL REVENUES</b>				
Student Loan Fund Interest	480	480	580	526
Teacher Certification Fees	15	15	15	7
Museum Café	10	30	30	5
<b>TOTAL</b>	<b>505</b>	<b>525</b>	<b>625</b>	<b>538</b>
<b>OTHER RECOVERIES</b>				
Miscellaneous Recoveries	50	50	50	405
<b>TOTAL</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>405</b>
<b>GRANTS IN KIND</b>				
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL</b>				
Deferred Capital Contributions	634	634	330	330
<b>TOTAL</b>	<b>634</b>	<b>634</b>	<b>330</b>	<b>330</b>
<b>REVENUES</b>	<b>9,598</b>	<b>10,015</b>	<b>8,293</b>	<b>9,923</b>

## ***b) Key Activities***

### **KEY ACTIVITY 1: DIRECTORATE AND ADMINISTRATION**

#### **Description**

Directorate and Administration provides overall management, planning, communication and administrative support to the Department and its partners in education across the NWT. The Branch operates under the direction of the Deputy Minister who makes recommendations to the Minister with regards to Department goals, objectives, and standards.

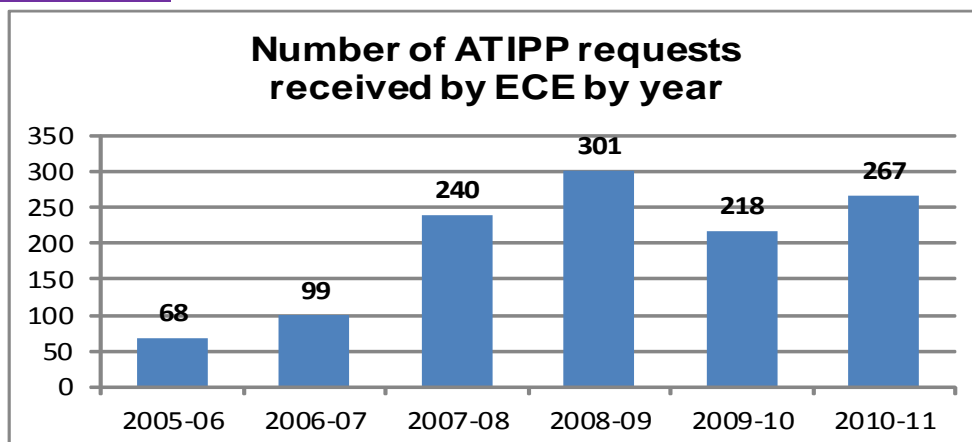
The Directorate provides leadership, management, planning, and public relations for the Department as well as its boards and agencies. Within the Directorate, Public Affairs manages, develops, implements and maintains all internal and external communication plans and related activities for the Department.

The Strategic and Business Services Division guides broad policy and legislative initiatives, as well as strategic, business and capital planning for the Department, Aurora College and the education authorities. The Division coordinates briefing notes and decision-making documents, provides records management and financial administration services. Finally, the Division provides information systems that support the delivery of programs and services across the Department, Aurora College and the education authorities.

#### **Major Program and Services 2012-13**

- The Department will undertake development of a Human Resource Plan with support from the Department of Human Resources
- The Department will continue to participate in the initiative to develop a Government-wide electronic documents and records management system
- The Department will launch its redesigned website in early 2012-13
- The Department will continue to receive requests for information and coordinate the provision of responses under the *Access to Information and Protection of Privacy Act*

#### **Measures Reporting**





## **KEY ACTIVITY 2.1: CULTURE AND HERITAGE**

### **Description**

All residents of, and visitors to, the NWT benefit socially and economically from a richer understanding of our heritage and from meaningful participation in cultural activities. Some of the most effective departmental activities in this area of responsibility support projects and organizations that operate at the community level.

***NWT Museum Operations:*** works with community experts to collect, preserve, document, study, exhibit, and educate the public about artifacts, specimens and works of art significant to the culture and heritage of the NWT.

***NWT Cultural Places:*** conducts archaeological fieldwork and research, assesses impact of resource development on archaeological resources, and issues permits for archaeological research. Administers official community and geographic names, and commemorates significant historical and cultural places in the NWT.

***NWT Archives:*** identifies, acquires, preserves and makes accessible government records and records of historic significance to the NWT.

***Community Arts, Culture and Heritage Programs:*** provides funding and support services to community museums, cultural organizations, cultural projects, and artists and arts organizations.

### **Major Program and Service Initiatives 2012-13**

#### ***NWT Museum Operations***

- The Department will continue to acquire, preserve and manage museum collections at the Prince of Wales Northern Heritage Centre (PWNHC) and make them accessible through exhibits, educational programs and archaeology loans
- The PWNHC will continue to produce new permanent diorama exhibits that portray the human and natural history of the Slave River Delta, East Arm of Great Slave Lake, Deh Cho, Great Bear Lake and Mackenzie Mountains
- The PWNHC will continue to produce, host and circulate travelling and online exhibits
- The PWNHC will continue to provide museum and archival training workshops to community and Aboriginal groups upon request
- ECE will partner with the Inuvialuit Regional Corporation to develop a new *Inuvialuit History Timeline* website
- The PWNHC will consult with community and Aboriginal governments in the Akaitcho, Sahtu, South Slave, and Deh Cho regions for the museum exhibit renewal process
- The NWT Archives will partner with the Tłı̄ch̄o Government to complete the Dene Music Project
- The PWNHC will continue to plan and deliver aboriginal culture-based educational programs for schools and the general public through on the land science and culture camps, Amazing Family Sunday programs and public presentations
- The Department will provide staff instructors, as well as employment opportunities for three Tłı̄ch̄o Elders at the annual Daring Lake Tundra Science Camp and for Yellowknives Dene First Nation cultural instructors at the Aboriginal Affairs and Northern Development Canada sponsored Land and Water Camp at the Yellowknife River

**NWT Cultural Places**

- The Department will continue archaeological field research with three communities: Jean Marie River for the Five Lakes Archaeology Project, N'dilo/Dettah for the Yellowknife Bay Archaeology Project and Tulita for the NWT Ice Patch Study. This will create employment opportunities in Jean Marie River, N'dilo/Dettah and Tulita
- The Department will continue to work with Trout Lake, Jean Marie River, Mackenzie River and Gwich'in communities on official geographic and community names nominations
- The Territorial Archeologist will continue to plan and deliver programming at the annual Tundra Science camp run by the Department of Environment and Natural resources
- Cultural Places Archaeologists continue their role as heritage advisors to the GNWT negotiation team on all tables

**NWT Archives**

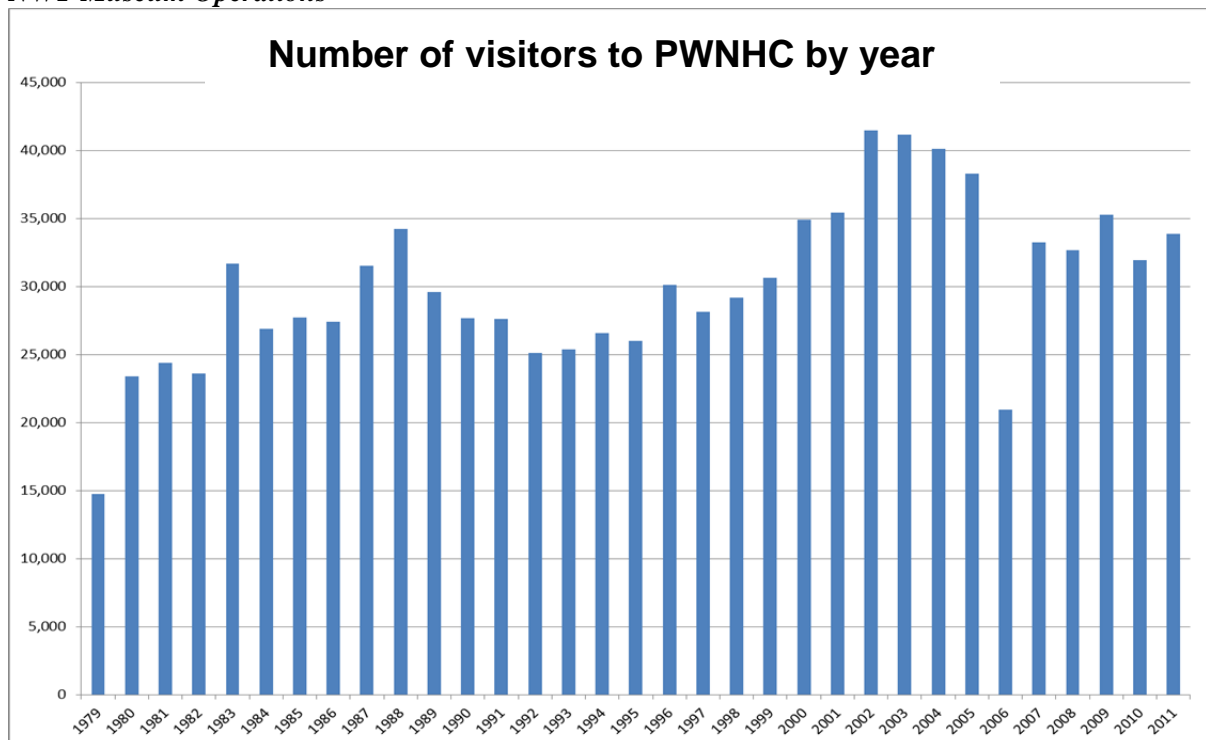
- The Department will continue to respond to requests for residential school records under the *Access to Information and Protection of Privacy Act*
- The Department will continue to acquire, preserve and process records from the government and private sector

**Community Arts, Culture and Heritage Programs**

- The Department will support and administer funding programs to the arts, culture and heritage community, including Oral Tradition and Cultural Enhancement projects to eligible individuals and groups
- ECE will hold professional development workshops addressing arts, culture and heritage administration practices for NWT arts, cultural and heritage groups in 2012

Measures Reporting

**NWT Museum Operations**



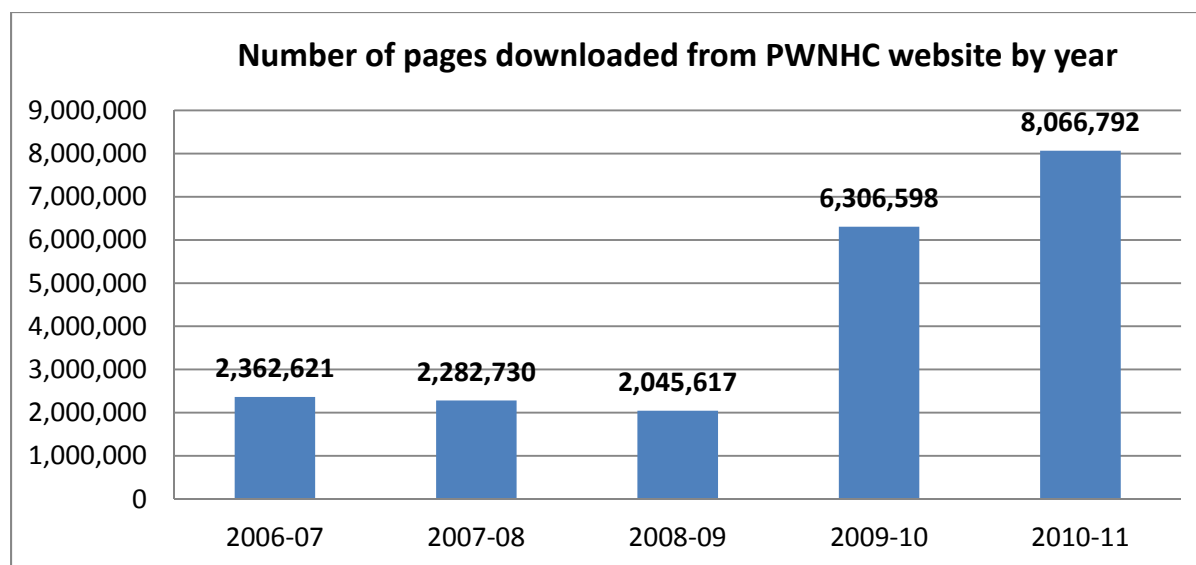
## Education, Culture and Employment

### ***NWT Museum Operations (continued)***

The Prince of Wales Northern Heritage Centre (PWNHC) has welcomed 991,188 visitors since opening in 1979. Visitors include residents from the 33 NWT communities, as well as those from across Canada and from over 25 countries worldwide. The PWNHC is anticipating celebrating its one millionth visitor in 2012. The average is 30,000 visitors per year. Visitation declined in 2006 due to museum renovations.

2008-09 2009-10 2010-11

Number of new permanent, travelling and online exhibits produced	10	19	16
Number of school and public education programs delivered	127	119	140
Number of school children participating in PWNHC programs	2,233	2,359	2,593



2008-09 2009-10 2010-11

### ***Cultural Places Program***

Number of communities involved in Cultural Places Research	6	8	9
Number of archaeological permits issued	12	24	16
Number of land use permits reviewed	146	172	144

2008-09 2009-10 2010-11

### ***Community Contributions***

Number of individuals and organizations funded by:			
Arts Council	77	64	70
Support to Northern Performers	20	24	19

## KEY ACTIVITY 2.2: OFFICIAL LANGUAGES

### Description

The Department provides a range of programs and services in support of NWT Official Languages.

**Aboriginal Language Programs:** provides funding to each Official Aboriginal Language community to implement its strategic plan for language revitalization and maintenance. Funding is provided to Aurora College for the Aboriginal Language and Culture Instructor Program and to education authorities for Aboriginal Language and Culture Based Education programs in NWT schools.

**Francophone Affairs Secretariat:** provides advice and support to GNWT departments, offices and agencies toward the development of plans on French language communications and services; provides translation services to all GNWT departments, boards and agencies; and manages Services TNO, the French language Single Window Service Centre in Yellowknife.

The **Official Languages Board:** comprised of one member for each of the 11 Official Languages of the NWT, advises the Minister Responsible for Official Languages on issues related to the delivery of official languages services by the GNWT.

The **Aboriginal Languages Revitalization Board:** comprised of one member for each of the nine Official Aboriginal Languages of the NWT, advises the Minister on government and community efforts to maintain, revitalize and promote Aboriginal languages.

### Major Program and Service Initiatives 2012-13

- The Department will be seeking increased investments from the federal government through the *Canada-NWT Cooperation Agreement for French and Aboriginal languages in the NWT*. This is to support implementation of the *NWT Aboriginal Languages Plan: A Shared Responsibility* and the *GNWT Strategic Plan on French Language Communications and Services*

#### **Aboriginal Language Programs**

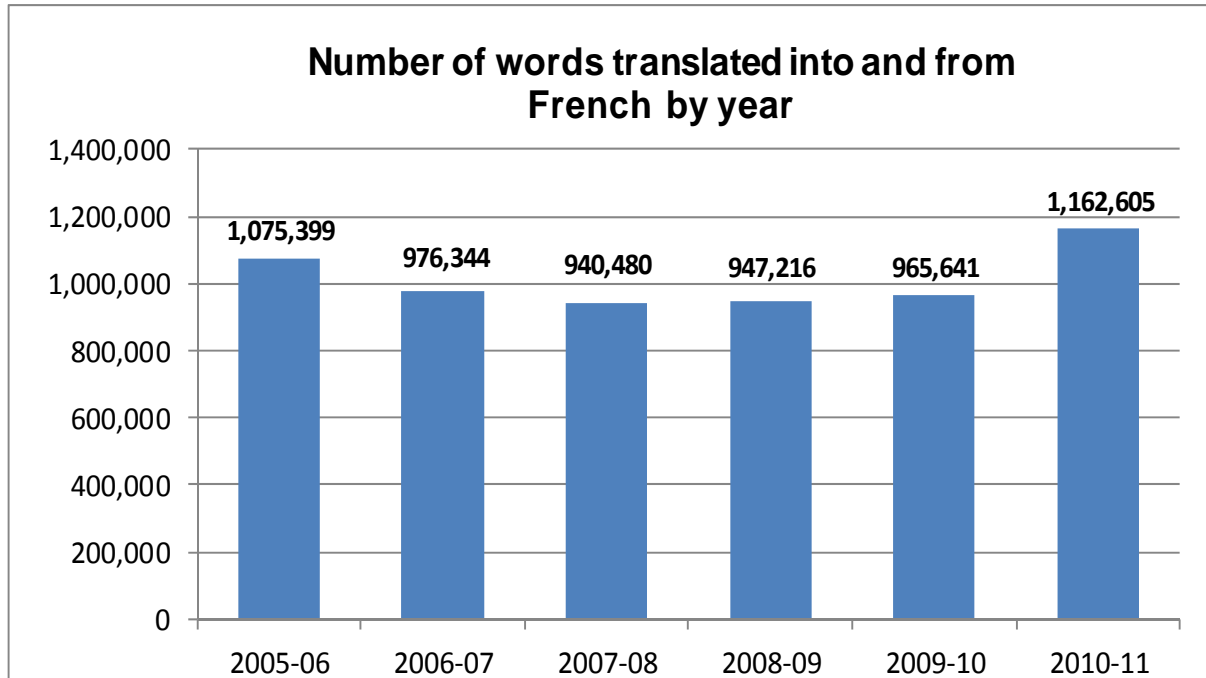
- The Department will continue to implement the *NWT Aboriginal Languages Plan: A Shared Responsibility*
- The Department will continue to support official Aboriginal language communities to revitalize, promote and maintain their languages including the development of their new strategic plans
- The Department will expand the Regional Interpreter/Translator Pilot Training program to include another Aboriginal language community
- The Department will review options arising from the final report on the feasibility of establishing an Aboriginal Languages Secretariat and develop a cost analysis

#### **Francophone Affairs Secretariat**

- The Department will finalize the *GNWT Strategic Plan on French Language Communications and Services* and continue with its implementation
- The Department will continue to operate Services TNO in 2012-13

Measures Reporting

	2008-09	2009-10	2010-11
<b>Aboriginal Languages</b>			
Number of funded Aboriginal language community activities	24	29	26
Number of funded Aboriginal literacy activities	18	22	23
<b>French Language</b>			
Number of funded French community cultural development activities	15	8	8



## **KEY ACTIVITY 3.1: EARLY CHILDHOOD DEVELOPMENT**

### **Description**

The Department provides program development support to community organizations looking to deliver programs and services for young children and their families.

The Early Childhood Program licenses and monitors early childhood providers to ensure compliance with the *NWT Child Day Care Act* and *Standards Regulations*. Regional Early Childhood Consultants provide community-based organizations with program development support and funding to assist with operational expenses.

The Department also provides funding to Aurora College for the delivery of postsecondary training in early childhood development.

### **Major Program and Service Initiatives 2012-13**

#### ***Early Childhood Program***

- The Department will work on developing reports for the licensed early childhood providers' module in the ECE Case Management Administration System (CMAS)
- The Department will develop program improvement plans with licensed centre based early childhood providers based on their scores on the Early Childhood Environmental Rating Scale (ECERS), a quality measurement tool
- The Department will ensure data from the Early Development Instrument (EDI), a territory-wide population measurement tool for all NWT Kindergarten students, will inform future early childhood development policies and programming
- The Department will undertake a review of the Early Childhood Program, including policies, required human and financial resources, as well as funding procedures
- The Department will implement the revised *NWT Child Day Care Standards Regulations*
- The Department will continue to fund licensed early childhood programs to develop Aboriginal language immersion environments or Language Nests

#### ***Healthy Children Initiative***

- The Department will continue to support young children and families by funding enhancement to service delivery by existing early childhood providers

#### ***Early Childhood Development Framework for Action***

- The Department, in collaboration with HSS, will complete the renewal of the *Early Childhood Development Framework for Action*, the directional GNWT document on early childhood development

#### ***Early Childhood Training***

- The Department will collaborate with Aurora College on implementation of the recommendations arising from the comprehensive review of early childhood training opportunities and the Aboriginal Student Achievement Priority One conducted in 2011-12
- The Department will continue to fund delivery of postsecondary early childhood development training

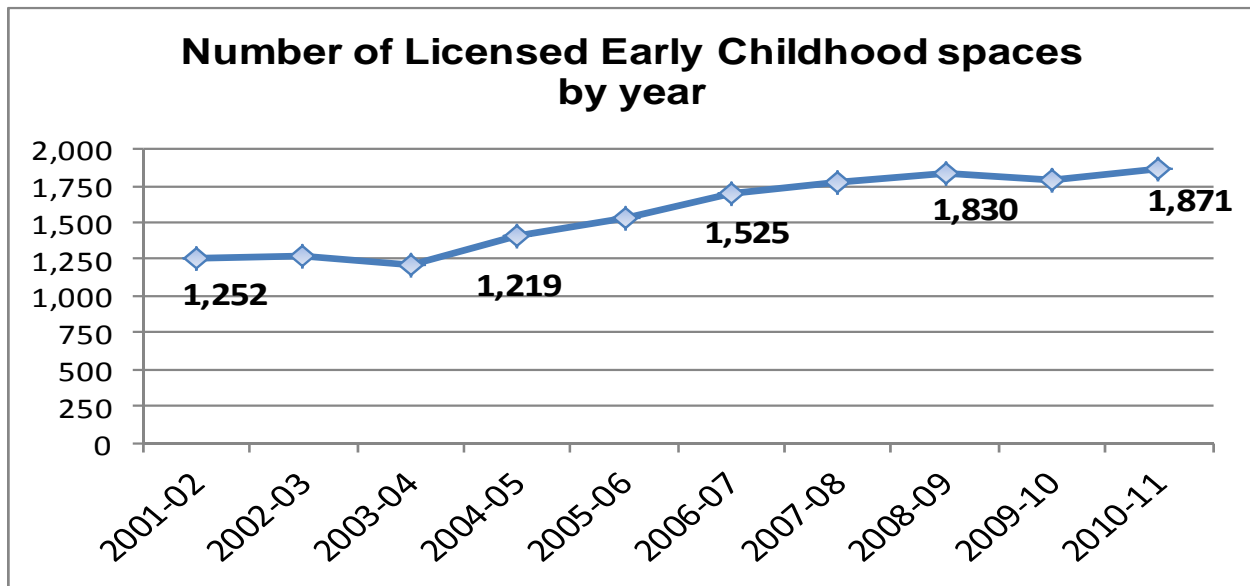
*Education, Culture and Employment*

**Family Literacy**

- The Department will continue to fund the NWT Literacy Council to develop resources and provide community based training in the area of family literacy

**Measures Reporting**

	2008-09	2009-10	2010-11
Number of new child day care facility licenses issued	10	13	17
Number of projects funded through Healthy Children Initiative	52	71	61
Number of funded Language Nest sites	21	19	21
Number of funded community based Family Literacy activities	31	29	29
Number of Family Literacy coordinators trained	110	144	150
Number of students enrolled in Early Childhood Development Certificate distance education courses at Aurora College	70	93	72



## KEY ACTIVITY 3.2: K-12 EDUCATION

### Description

The Department provides support and monitors compliance with NWT school system legislation, standards and directives.

**Instructional Support Services:** ensures that curriculum is appropriate to students' academic needs, cultural backgrounds, languages, and learning styles; provides in-service to educators; develops curriculum and materials, training programs, guidelines and strategies to support students through educational programming.

**Operations and Development:** provides operational support to education bodies and coordinates teacher recruitment, teacher and principal certification, school improvement projects and manages student records and territorial wide student assessment strategies.

**School Contributions:** are provided to education authorities based on enrolment to cover annual operation and maintenance costs.

### Major Program and Service Initiatives 2012-13

#### **Instructional Support Services**

- The Department will continue to provide funding for regional cultural orientations, literacy coordinators, and community libraries under the *Aboriginal Student Achievement Education Plan*
- The Department will continue to work with Aboriginal and educational leaders across the NWT to continue implementing Aboriginal Student Achievement (ASA) priorities in communities
- The Department will plan to implement a Kindergarten to Grade 12 Literacy with Information and Communication Technology (LwICT) curriculum in all regions
- The Department will compile data from the Early Development Instrument (EDI), a territory-wide population measurement tool for all NWT Kindergarten students, that will inform future early learning programming
- The Department will continue to develop a new Kindergarten curriculum, with pilot implementation scheduled for fall 2012
- The Department will develop a Kindergarten to Grade 3 Dene Kede language curriculum and associated implementation guide
- The Department will pilot the Dene Kede language curriculum
- The Department, working in conjunction with the Yamozha Kue Society, has developed introductory level digital media applications (apps) for the five Dene languages. Phase Two of this project will see apps developed in the Inuit and Cree languages, and in all languages at an intermediary level
- The Department will publish the French version of Dene Kede for Kindergarten to Grade 9
- The Department will complete an internal review of the Aboriginal Language and Culture-Based Education (ALCBE) Directive
- The Department will continue to promote students' project based learning that celebrates Northern heritage, languages, cultures and stories through school based NWT Heritage Fairs
- The Department will implement the Kindergarten to Grade 12 Curriculum Review, Development and Implementation (CRDI) cycle for all Kindergarten to Grade 12 subject



## *Education, Culture and Employment*

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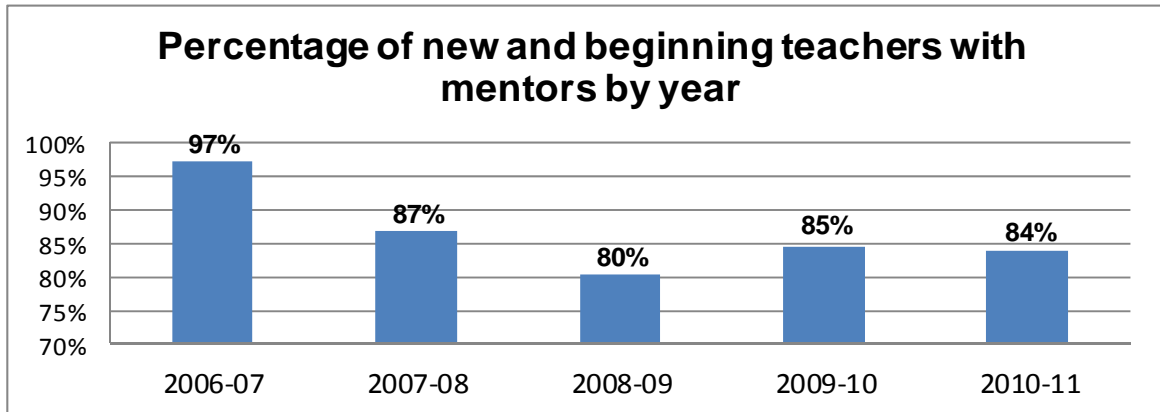
- The Department will publish the Experiential Science 30 textbooks and distribute them to schools in spring 2012
- The Department will participate in completion of the French First and Second Language (Immersion) Frameworks through the Western and Northern Canadian Protocol (WNCP)
- The Department will pilot a new five credit Northern Studies 10 course in fall 2012, and will continue to develop a sequence of Northern Studies 20 and 30 high school courses
- The Department, in partnership with Nunavut Department of Education and the Legacy of Hope Foundation, will develop teaching and learning materials related to the history and legacy of residential schools
- The Department will revise the Grade 5 Social Studies course upon completion of the territorial pilot in spring 2012
- The Department will develop a framework for implementing the Communication and Technology Studies (CTS) course for Grades 7 to 12
- The Department will continue to work within the GNWT Healthy Choices Framework, which promotes and supports programs that encourage students to make positive and healthy lifestyle choices in their homes, schools and communities. Such programs are: Sip Smart, Screen Smart, School Travel Planning, Get Active, Drop the Pop, and more
- The Department will research, review and develop a new NWT Health Curriculum
- The Department will develop a new Counselling Framework based on the Comprehensive School Health model, which builds on students' strengths, safe schools, community engagement, and school practices that reflect the traditions and cultures of the NWT

### ***Education Operations and Development***

- The Department will continue working with education authorities on reporting student achievement through Functional Grade Levels (FGL), Alberta Provincial Achievement Tests (AAT), graduation rates, student attendance in general and at Aboriginal Language and Culture classes and activities, as well as on Inclusive Schooling
- The Department will continue planning with divisional education councils and authorities to address the recommendations in the Auditor General of Canada's report, *Education in the Northwest Territories – 2010 Department of Education, Culture and Employment*, through continued implementation of the School Improvement and Reporting Directive
- Implementation of PowerSchool, a new student information system, will take place in 2012-13, which will assist in the collection of student achievement and other school data. This data will also link to the process for reviewing education authorities that will be developed in 2012-13, for implementation in 2013-14

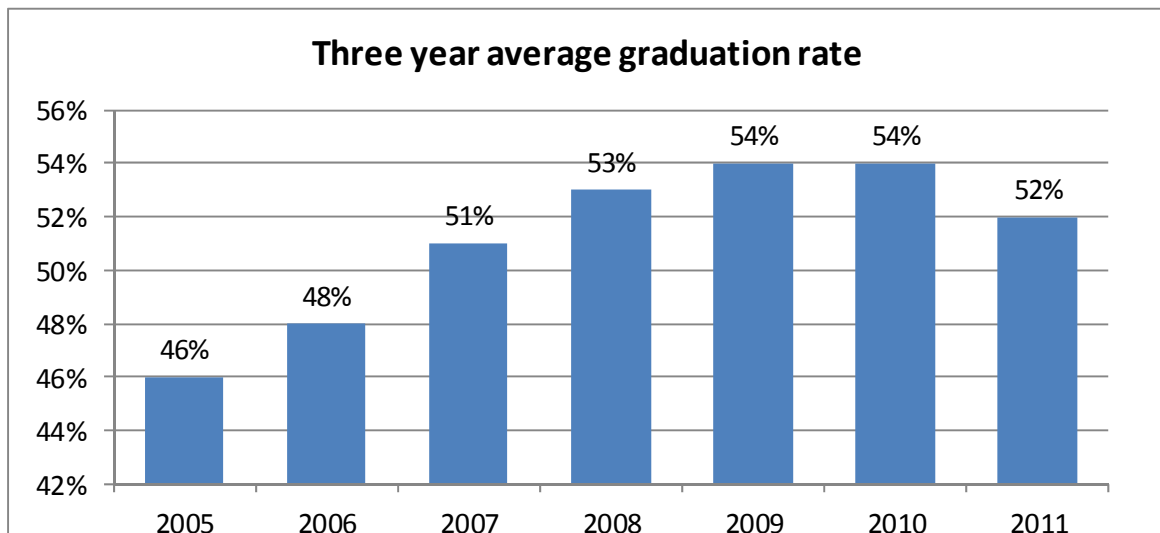
### **Measures Reporting**

	2008-09	2009-10	2010-11
	(Academic Years)		
Number of principals in an evaluation process	16	10	16
Number of new teachers in mentorship programs	78	66	72



	2008-09	2009-10	2010-11
	<i>(Academic Years)</i>		
Number of new curricula, including teacher and student resources, developed, adapted and implemented	10	13	12
Number of teachers who received in-service training in new curricula	500	523	512

	2008	2009	2010	2011
	<i>(Calendar Years)</i>			
Graduation rate: Percentage of high school graduates compared to the population of 18 year olds	56%	53%	52%	52%



The three year average graduation rate is the average graduation rate over three years, the last of which is the year of the label. For example, for 2009, the three year average graduation rate is the average for the years 2007, 2008 and 2009. Statistics Canada has defined the graduation rate to be the number of Grade 12 graduates divided by the population of 18 year olds. The NWT counts the number of graduates as those students reported by schools to the Department as fulfilling graduation requirements in the period from January 1 through to December 31 of each year. Due to our small population numbers, the NWT is prone to greater variations in annual graduation rates compared to other jurisdictions. A three year average of graduation rate provides a better indication of the trend in graduation rate.

## KEY ACTIVITY 3.3: LIBRARY SERVICES

### Description

The Department provides quality library services to all NWT residents to meet their education, information and recreation needs.

A central library collection is maintained and rotated to libraries across the NWT. In communities without libraries, residents can search the online catalogue on the Public Library Services (PLS) Website and receive materials by mail.

PLS provides the automated library system for the **NWT Library Network** serving community libraries, the Legislative Assembly Library, Aurora College libraries, the Aurora Research Institute Library and the PWNHC Reference Library.

Professional library staff provide training and technical support to community library staff. Special programs, such as the Summer Reading Club and Canadian Children’s Book Week, are also coordinated centrally.

### Major Program and Service Initiatives 2012-13

#### **Interlibrary loans**

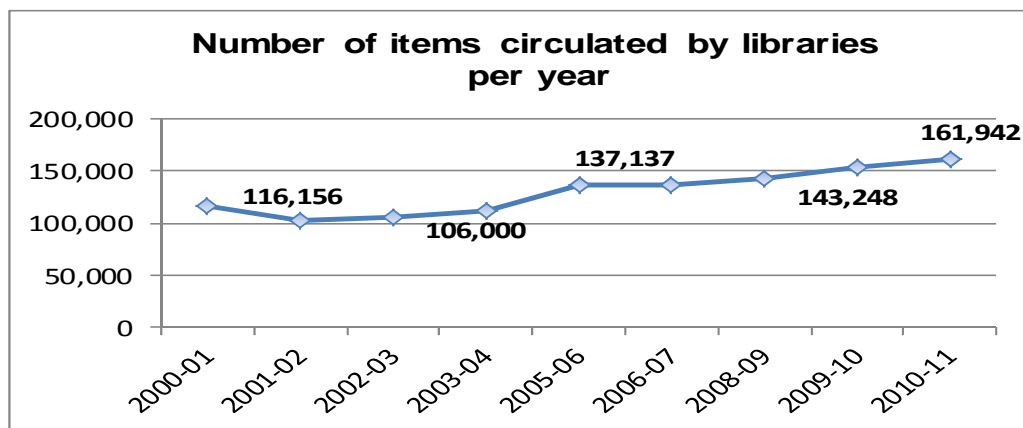
- The communication software used by libraries to facilitate interlibrary loans in the NWT will be updated and the new site should be completed in 2012-13

#### **Training**

- A research study to evaluate current library manager training and provide recommendations for the future will be completed

### Measures Reporting

	2008-09	2009-10	2010-11
Number of visits to community libraries	203,021	325,370	345,301
Number of new materials acquired for library collection	20,109	17,445	20,672



## KEY ACTIVITY 4: ADULT AND POSTSECONDARY EDUCATION

### Description

The Department assists NWT adults in acquiring the skills, knowledge and abilities to become more self-reliant and make best use of social and economic opportunities available to them.

**Adult and Postsecondary Education:** supports the planning, research, development and evaluation of adult and postsecondary programs and services, including the NWT Teacher Education Strategy and the NWT Literacy Strategy.

**Aurora College:** delivers, directly or through partnerships, a wide range of training, certificate, and diploma programs relevant to the NWT labour market. Degree programs offered include the Bachelor of Science in Nursing and the Bachelor of Education.

**Aurora Research Institute:** responsible for the licensing and coordination of research in accordance with the *Scientists Act*; continues to support physical and social science research as well as technology innovation.

**Adult Literacy and Basic Education:** delivery of Adult Literacy and Basic Education (ALBE) programming ranging from basic literacy to Grade 12 level courses at Community Learning Centres (CLCs) in smaller communities, at Aurora College campuses, in NWT correctional facilities and by NWT non-government organizations.

**Private Vocational Training:** monitors the *Private Vocational Training Directive* as regards the educational standards and program stability of private training.

### Major Program and Service Initiatives 2012-13

#### **Adult and Postsecondary Education**

- The Department will complete development of an *Accountability Framework for the Education and Training of Adults* in the NWT. This Framework will encompass the work of Aurora College, private institutions and non-government organizations
- The Department will continue planning with Aurora College to address the recommendations in the Auditor General of Canada's report, *Education in the Northwest Territories – 2010 Department of Education, Culture and Employment*
- The Department will continue to work with Aurora College and other service providers to deliver community-based training
- The Department will continue to work with the Aurora Research Institute and the Interdepartmental Science Agenda Working Group to update the *NWT Scientist Act*

#### **Adult Literacy and Basic Education**

- The Department will examine and respond to findings from the Review of Adult Literacy and Basic Education (ALBE) programming in the NWT
- ECE will establish an ALBE Review Action Plan Steering Committee and a plan to implement approved recommendations
- The Department will partner with other stakeholders to assist Aurora College with aspects of their *Adult and Basic Education Strategy* funded by the Canadian Northern Economic Development Agency

## *Education, Culture and Employment*

- The Department will pilot and finalize the curriculum for Financial Literacy Program modules
- The Department will pilot new math curriculum
- The Department will continue to revise ALBE English, Math and Social Studies curricula to support the NWT Secondary School Diploma: Adult Recognition Model (ARM)
- The Department will pilot the ARM process and curriculum
- The Department will pilot the new Student Placement Package under ARM

### ***Teacher Education Strategy***

- The Department will continue to support delivery of the Community Based Teacher Education Program (TEP) in the Beaufort-Delta and the Aboriginal Language and Cultural Instructor Program (ALCIP) with the K'atl'odeeche First Nation
- The Department will continue to fund Aurora College delivery of part-time ALCIP Certificate courses throughout all regions of the NWT in order to provide professional development and training opportunities to Aboriginal Language Specialists and community members
- The Department will continue implementation of *the NWT Strategy for Teacher Education in the NWT: 2007-2015*
- As part of this process, the Department will work in partnership with Aurora College and the NWT Steering Committee on Teacher Education to explore delivery options for teacher education programs

### ***Literacy Strategy***

- The Department will continue to support out-of-school youth through youth literacy programming
- The Department will continue to implement, coordinate and report on NWT Literacy Strategy activities, including implementing the communications plan
- The Department will continue to fund and support Oral Traditions and Cultural Enhancement projects by eligible groups and individuals

### ***Private Vocational Training Directive***

- The Department will continue to designate and monitor programs delivered at private training institutions as per the Private Vocational Training Directive

## **Measures Reporting**

	<i>2008-09</i>	<i>2009-10</i>	<i>2010-11</i>
	<i>(Academic Years)</i>		
<b><i>Aurora College Programs graduates</i></b>			
Diploma	51	45	38
Certificate	40	32	46
Degree	9	17	22
<b><i>Teacher Education Program graduates</i></b>			
Teacher Education Program – diploma and degree	8	8	10
Aboriginal Language and Cultural Instructor Program	6	0	0
<b><i>NWT Literacy</i></b>			
Number of participants in Adult Literacy and Basic Education courses (Aurora College and NGOs)	553	692	562
Number of funded literacy projects	47	50	42

## **KEY ACTIVITY 5: EMPLOYMENT AND LABOUR**

### **Description**

The Department provides a variety of programs and services that make it possible for Northerners to develop their careers and find better employment.

***Career and Employment Development:*** provides a range of career service, training and employment programs through partnerships with other governments, Aboriginal organizations, community organizations and industry.

***Apprenticeship and Occupations:*** administers and certifies individuals in 53 designated trades and 25 occupations; plans, coordinates, evaluates and maintains training programs, certification standards and processes.

***Employment Standards:*** provides information to employers and employees on the *Employment Standards Act* and associated regulations; conducts formal investigations and overseas appeals regarding complaints of non-compliance with the *Act*.

***Immigration:*** coordinates Departmental policy in relation to immigration programs and services in the NWT, and administers the NWT Nominee Program.

### **Major Program and Service Initiatives 2012-13**

#### ***Career and Employment Development***

- The Department will continue to implement the *NWT Labour Force Development Framework* and develop supporting strategies
- The Department will host the second NWT Labour Force Symposium in partnership with labour market stakeholders in October 2012
- The Department will undertake a training needs assessment in NWT mining, oil and gas (heavy industry)
- The Department will continue to support and work with regional training committees to develop regional action plans
- The Department will establish a territory-wide training committee bringing together regional training groups with a view to facilitate communication and planning
- The Department will continue to administer a full range of career development services and relevant labour market programming through the Labour Market Development Agreement, the Labour Market Agreement, the Targeted Initiative for Older Workers Agreement, and the Small Community Employment support program, all delivered through Regional ECE Service Centres
- The Department will develop an evaluation framework for the Small Community Employment Support program
- The Department will complete a mineral, oil and gas labour demand assessment for the Beaufort-Delta and Sahtu regions
- The Department will continue to participate in development, negotiations and monitoring of Socio-Economic Agreements between the mines, the GNWT and Aboriginal governments
- The Department will work with other GNWT departments on economic and employment development initiatives

## *Education, Culture and Employment*

- The Department will report annually on its labour market programs and services through the *NWT Labour Market Review*
- The Department will update *NWT Job Futures*, a career planning resource
- The Department will update the JobsNorth labour exchange website
- Department Career Development Officers will continue to inform clients about local employment opportunities and support them in taking steps to seek employment

### ***Apprenticeship and Occupations***

- The Department will complete consultations on the usefulness of apprenticeship support materials
- The Department will initiate development of a web-based client portal
- The Department will complete the implementation of the first phase of the Apprenticeship module in CMAS, developed in 2011-12
- In response to stakeholder survey results, the Department will implement program changes as a means to ensure programs offered remain relevant and effective
- The Department will continue to foster relationships with industry to ensure programming and training is kept up to date. This will be accomplished with the aid of the Apprenticeship, Trade and Occupations Certification Board and Trade Advisory Committees

### ***Employment Standards***

- The Department will continue to promote and enforce the *Employment Standards Act*
- The Department will continue work on the replacement of and improvement to the Employment Standards systems

### ***Immigration***

- The Department will complete the evaluation of the NWT Nominee Program
- The Department will launch and maintain the NWT Immigration Portal
- The Department will continue to deliver the NWT Nominee Program

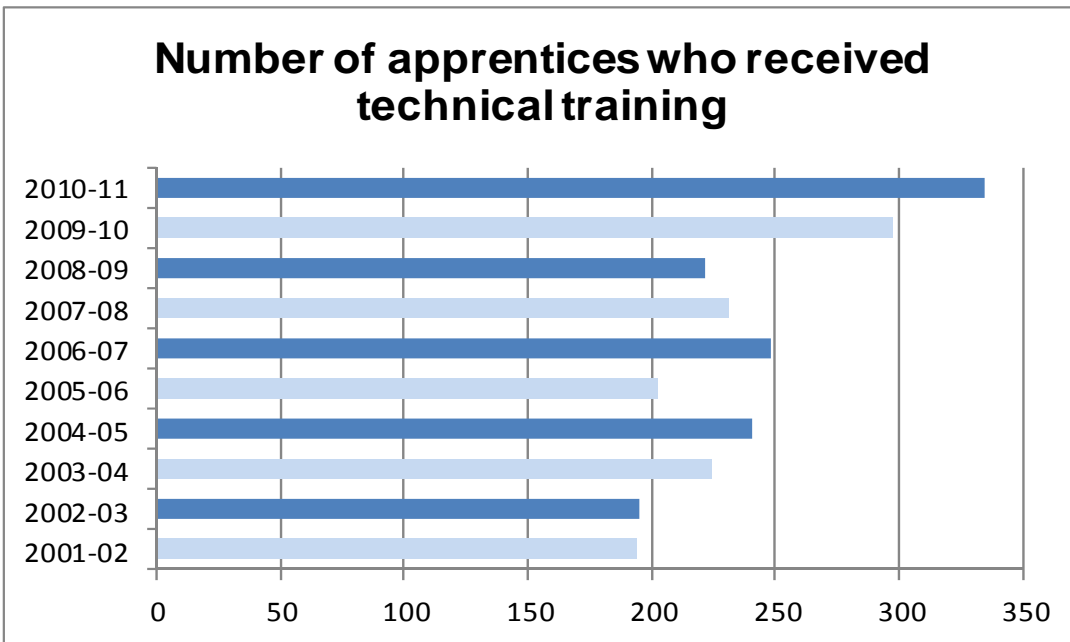
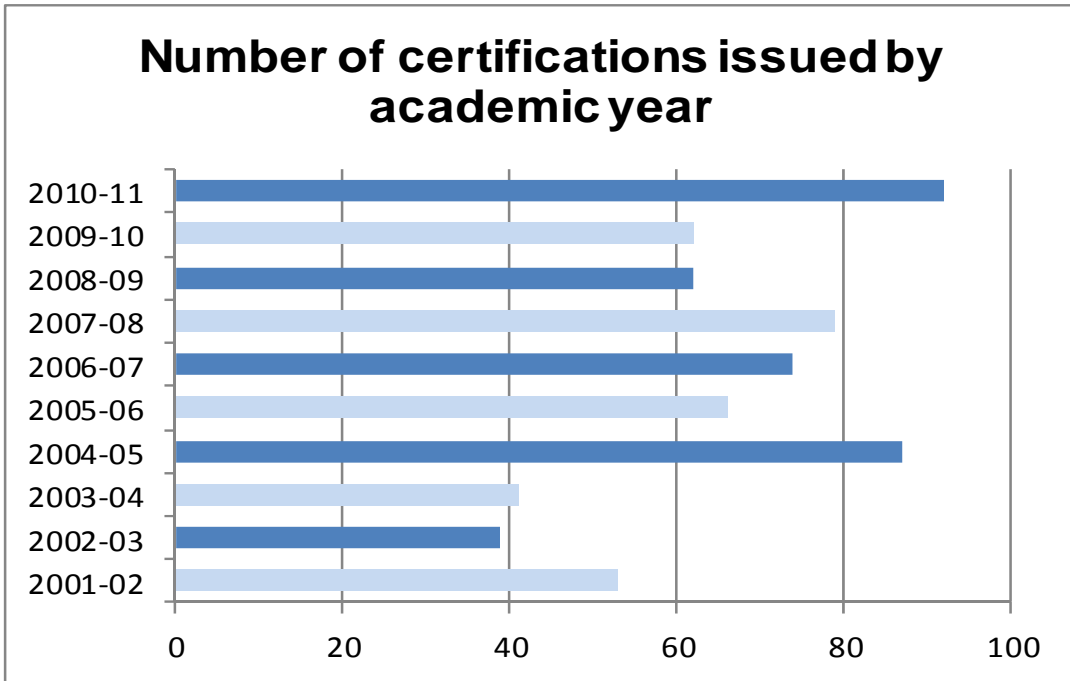
## *Measures Reporting*

2008-09 2009-10 2010-11

### ***Career and Employment Development***

Number of clients who received training and/or employment supports	1,153	1,576	1,532
Percentage of career centre clients who worked on a career action plan	32%	39%	36%

Apprenticeship, Trades and Occupations

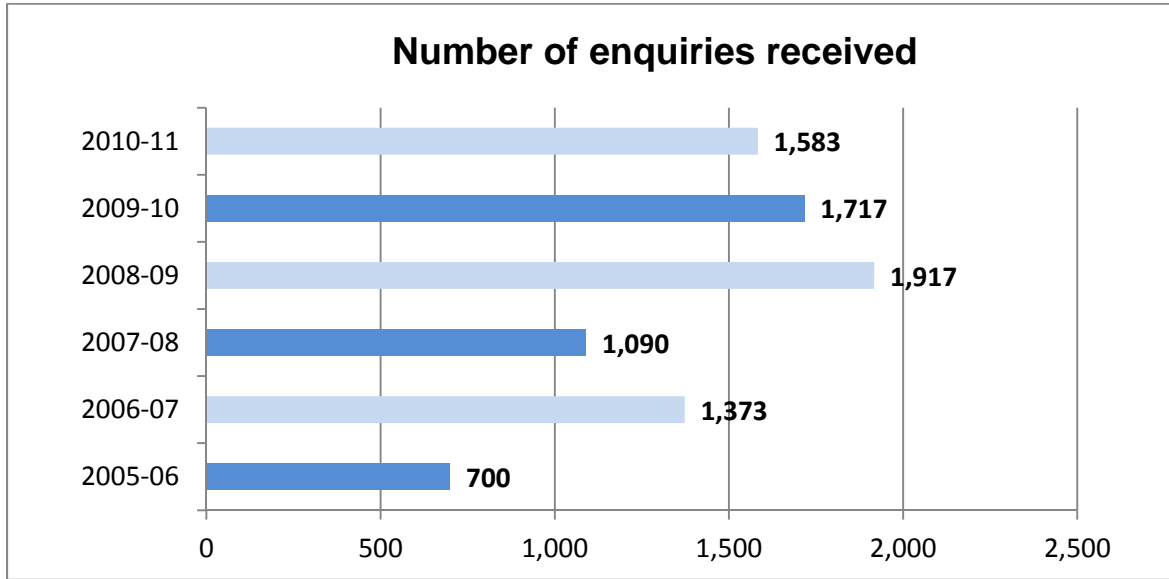




2008-09    2009-10    2010-11

**Employment Standards**

Number of cases opened with Registrar of Appeals	5	13	33
Number of complaints filed with Employment Standards	104	145	122



## **KEY ACTIVITY 6: INCOME SECURITY**

### **Description**

The Department administers a range of Income Security programs that provide financial assistance to NWT residents in meeting their basic needs, addressing cost of living issues, encouraging home ownership and ensuring access to basic health, education and legal programs and services for low-income residents, as required.

***Income Assistance:*** provides financial assistance to people ages 19 or over, and their dependents, to meet basic needs for food, shelter, utilities and fuel. The Child Care User Subsidy provides financial assistance to lower income families to help with child care expenses while they are working or in school.

***Student Financial Assistance:*** provides financial assistance to NWT residents to help with the cost of obtaining a postsecondary education.

***Senior Home Heating Subsidy:*** provides financial assistance to lower-income NWT seniors to help with the cost of heating their homes in the winter months.

### **Major Program and Service Initiatives 2012-13**

#### ***Income Assistance***

- The Department will develop additional Service Management staff training modules
- The Department will conduct refresher and new staff training on Service Management modules. In this way, Client Services Officers will be trained in service management techniques, including the ability to assess potential health and wellness needs and to refer clients to appropriate support services, as needed
- The Department will continue to encourage Income Assistance clients to participate in productive choices, including traditional activities, pursuing education, and labour force activities, thereby reducing dependency on GNWT financial supports
- Where appropriate, ECE Client Services Officers will continue to refer clients to ECE Career Development Officers who are best placed to assist clients through the career planning process, review available programming, and provide employment assistance services
- The Department will implement changes to the Child Care User Subsidy (CCUS) through the Income Assistance program that include a streamlined application process and increased rates from internal resources
- The Department will continue to improve program delivery based on recommendations from Audit Bureau audits

#### ***Student Financial Assistance***

- The Department will analyze recommendations from the independent review of the Student Financial Assistance Program and develop options for moving forward

#### ***Seniors Home Heating Subsidy***

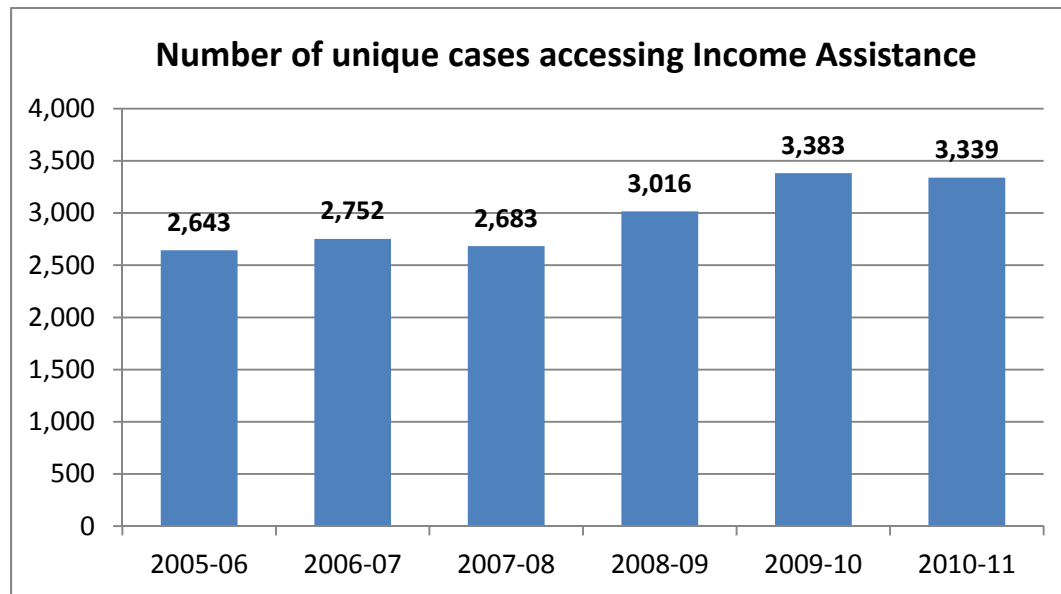
- The Department will develop options on seniors with an adult living in their household

*Education, Culture and Employment*

***Income Security Program Administration***

- The Department will continue to consult with Aboriginal Governments in using a service management approach to address challenges of Aboriginal residents accessing Income Security Programs
- The Department will continue to participate in the interdepartmental GNWT working group on development of an Anti-Poverty Strategy
- The Department will initiate development of a service delivery model specific to the needs of persons with disabilities
- The Department will establish a disability review committee to review applications for permanent/long term disability benefits under the Income Assistance program
- The Department will review and develop standardized processes for quality control reviews, beginning with the Income Assistance program

**Measures Reporting**



*2008-09    2009-10    2010-11  
(Fiscal Years)*

Number of seniors receiving Supplementary Benefits	1,235	1,239	1,230
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*2008-09    2009-10    2010-11  
(Academic Years)*

Number of SFA applications approved for full-time funding	1,234	1,209	1,306
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## ***c) Putting Priorities Into Action***

### **Priority 1 – Building a Strong and Sustainable Future for our Territory**

#### **Description**

Develop and coordinate the *implementation of a comprehensive Aboriginal Government Engagement strategy* with a view to building and maintaining mutually respectful relations and advancing territorial priorities.

#### **Planned Activities for 2012-13**

- ECE will continue to consult with Aboriginal Governments in using a service management approach to addressing challenges of Aboriginal residents accessing Income Security Programs

#### **Participating Departments**

ECE (DAAIR lead)

#### **Description**

Continue to make progress in *finalizing land, resources and self-government agreements* that are workable, affordable and respectful of Aboriginal rights, and ensure that all GNWT obligations within the agreements are met.

#### **Planned Activities for 2012-13**

- ECE Cultural Places Program Archaeologists continue their role as heritage advisors to the GNWT negotiation team on all tables

#### **Participating Departments**

ECE (DAAIR lead)

#### **Description**

Foster close relationships with Aboriginal and community governments through *training and support programs* to help build confident and capable Aboriginal and community governments.

#### **Planned Activities for 2012-13**

- ECE will continue to implement the NWT Labour Force Framework and will host the second annual NWT Labour Force Symposium in partnership with labour market stakeholders
- ECE will continue to support regional training committees to develop regional actions plans.
- ECE will establish a territorial training committee bringing together regional training groups with a view to facilitate communication and planning
- ECE will continue to administer relevant labour market programming through the Labour Market Development Agreement, the Labour Market Agreement, the Targeted Initiative for Older Workers Agreement, and the Small Community Employment Support program
- ECE will continue to work with Aurora College and other service providers to deliver community-based training
- ECE will hold a series of professional development workshops addressing arts, culture and heritage administration practices for NWT arts, cultural and heritage groups

## *Education, Culture and Employment*

- The PWNHC will continue to provide museum and archival training workshops to community and Aboriginal groups upon request

### **Participating Departments**

ECE (MACA/HR/ECE)

### **Description**

***Partner with community and Aboriginal governments to strengthen program and service delivery where possible.***

### **Planned Activities for 2012-13**

- ECE will partner with the Inuvialuit Regional Corporation to develop a new *Inuvialuit History Timeline* website
- The PWNHC will consult with community and Aboriginal governments in the Akaitcho, Sahtu, South Slave, and Deh Cho regions for museum exhibit renewal process
- The NWT Archives will partner with the Tłı̄ch̄ Government to complete the Dene Music Project
- ECE will meet with the Aboriginal Leadership, Divisional Education Councils and Yellowknife District Education Authorities Chairs to update information and discuss ways to continue implementing Aboriginal Student Achievement priorities in communities
- ECE will continue to implement various actions of the Aboriginal Languages Plan to improve Aboriginal language services

### **Participating Departments**

ECE (ALL)

## **Priority 2 – Increasing Employment Opportunities where they are needed most**

### **Description**

***Income Security Policy Framework and Income Security programs*** encourage people to pursue activities that lead to self-reliance.

### **Planned Activities for 2012-13**

- ECE will continue to encourage Income Assistance clients to participate in productive choices, including pursuing education and labour force activities, thereby reducing dependency on GNWT financial supports
- Where appropriate, ECE Income Security Programs staff will refer clients to ECE Career Development Officers who are best placed to assist clients through the career planning process, review available programming, and provide employment assistance services

### **Participating Departments**

ECE lead

**Description**

***Develop Action Plan in response to recommendations from the Adult Literacy and Basic Education Review*** to better assist adults to acquire skills needed for self-reliance.

**Planned Activities for 2012-13**

- ECE will complete development of an *Accountability Framework for the Education and Training of Adults* in the NWT. This Framework is to encompass Aurora College, private institutions and non-government organizations
- ECE will establish an ALBE Review Action Plan Steering Committee and a plan to implement approved recommendations
- ECE will partner with other stakeholders to assist Aurora College with aspects of their *Adult and Basic Education Strategy* funded by the Canadian Northern Economic Development Agency

**Participating Departments**

ECE (lead)

**Description**

Work with partners to ***implement the NWT Labour Force Development Framework*** to address training needs in regions and communities.

**Planned Activities for 2012-13**

- ECE will continue to support and work with regional training committees to develop regional action plans
- ECE will continue to develop a territory-wide training committee bringing together regional training groups with a view to facilitate communication and planning
- ECE will continue to administer relevant labour market programming through the Labour Market Development Agreement, the Labour Market Agreement, the Targeted Initiative for Older Workers Agreement, the Small Community Employment Support program, and the NWT Nominee Program

**Participating Departments**

ECE lead

**Description**

Develop an ***NWT Anti-Poverty Strategy*** based on the priorities of the 17<sup>th</sup> Legislative Assembly. This interdepartmental GNWT initiative will involve the support and participation of individuals, families, other governments, as well as volunteer and community organizations.

**Planned Activities for 2012-13**

- ECE will continue to participate in the interdepartmental GNWT working group on development of an Anti-Poverty Strategy

**Participating Departments**

ECE (EXEC lead), HSS, NWTHC, MACA, Justice

## *Education, Culture and Employment*

### **Description**

Maximize northern employment, training, community wellness and business benefits through *socio economic agreements from industry*.

### **Planned Activities for 2012-13**

- ECE will continue to participate in development, negotiations and monitoring of Socio-Economic Agreements between the mines, the GNWT and Aboriginal governments

### **Participating Departments**

ECE (ITI lead), HSS

### **Description**

*Support employment and training in small communities* (Small Community Employment Supports Program).

### **Planned Activities for 2012-13**

- ECE will continue to support regional training committees and to foster regional labour market stakeholder partnerships
- ECE will continue to administer relevant labour market programming through the Labour Market Development Agreement, the Labour Market Agreement, the Targeted Initiative for Older Workers Agreement, and the Small Community Employment Support program

### **Participating Departments**

ECE

### **Description**

*Provide early childhood development programs and services.*

### **Planned Activities for 2012-13**

- ECE, in collaboration with HSS will complete the renewal of the *Early Childhood Development Framework for Action*, the directional GNWT document on early childhood development
- ECE will undertake a review of the Early Childhood Program, including policies, required human and financial resources, as well funding procedures
- The Department will ensure data from the Early Development Instrument (EDI), a territory-wide population measurement tool for all NWT Kindergarten students will inform future early childhood development policies and programming
- ECE will continue to develop a new Kindergarten curriculum, with pilot implementation scheduled for fall 2012

### **Participating Departments**

ECE lead

**Description**

***The Child Care User Subsidy (CCUS) program financially assists low income families with the cost of child care while parents are working, attending school or taking training.***

**Planned Activities for 2012-13**

- ECE will implement changes to the CCUS through the Income Assistance program that include a streamlined application process and increased rates

**Participating Departments**

ECE

**Priority 3 – Strengthen and Diversify our Economy**

**Description**

***Inuvik-Tuktoyaktuk Highway*** will support the development of the oil and gas industry and enable economic diversification. The construction and ongoing maintenance of the highway will provide economic opportunities, long term jobs for the region and increased tourism.

**Planned Activities for 2012-13**

- ECE Career Development Officers will continue to inform clients about local employment opportunities and support them in taking steps to seek employment

**Participating Departments**

ECE (DOT lead)

**Description**

***Coordinate GNWT response to the challenges and opportunities that will be generated through development of the Mackenzie Gas Pipeline project***, including those related to MGP socio-economic agreement and construction phase.

**Planned Activities for 2012-13**

- ECE will continue to participate in development, negotiations and monitoring of Socio-Economic Agreements between the mines, the GNWT and Aboriginal governments
- ECE will undertake a training needs assessment in NWT mining, oil and gas (heavy industry)

**Participating Departments**

ECE (ITI lead)

**Description**

Existing components that could support ***development of an Economic Development and Mining Strategy*** include: Tourism 2015, Support to Entrepreneurs and Economic Development (SEED), Geosciences Programs, Diamond policy framework and socio-economic agreements.

**Planned Activities for 2012-13**

- The Department will continue to participate in development, negotiations and monitoring of Socio-Economic Agreements between the mines, the GNWT and Aboriginal governments



## *Education, Culture and Employment*

- The Department will work with other GNWT departments on economic and employment development initiatives

### **Participating Departments**

ECE (ITI lead)

### **Description**

Current *programs and activities that promote and support the traditional economy* include Take a Kid Trapping, Genuine Mackenzie Valley Fur Price program, Community Harvesters Assistance Program.

### **Planned Activities for 2012-13**

- ECE will continue to promote traditional activities as an option for participating in a productive choice under the Income Assistance program
- ECE will continue to fund and support Oral Traditions and Cultural Enhancement projects by eligible groups and individuals. Contributions are administered by Regional ECE Career Centres outside of Yellowknife and by the PWNHC in the North Slave

### **Participating Departments**

ECE (ITI lead)

### **Description**

*Aboriginal Language and Culture Based Education Programs and programs that support traditional art, culture and heritage activities.*

### **Planned Activities for 2012-13**

- The PWNHC will continue to plan and deliver a number of culture-based educational programs for schools and the general public through on the land science and culture camps, Amazing Family Sunday programs and public presentations
- ECE will provide employment opportunities for three Tłı̄chǫ Elders at the annual Daring Lake Tundra Science Camp and for Yellowknives Dene First Nation cultural instructors at the Land and Water Camp at the Yellowknife River
- The PWNHC will conduct archaeological field research, which will create employment opportunities in Jean Marie River, N'dilo/Dettah and Tulita
- ECE will fund Aurora College to deliver the second year of the two-year Aboriginal Language and Cultural Instructor Program (ALCIP) Diploma with K'atl'odeeche First Nation
- ECE will fund Aurora College to deliver part-time ALCIP Certificate courses across the NWT to Aboriginal Language Specialists and community members. This is done in partnership with Teaching and Learning Centers and schools
- ECE will complete an internal review of the Aboriginal Language and Culture Based Education (ALCBE) Directive
- ECE will continue to promote students' project based learning that celebrates Northern heritage, languages, cultures and stories through school based NWT Heritage Fairs
- ECE will continue to support official Aboriginal language communities to revitalize, promote and maintain their languages
- The Department will continue to fund licensed early childhood programs to develop Aboriginal language immersion environments or Language Nests

**Participating Departments**

ECE lead

**Priority 5 – Ensure a fair and Sustainable Health Care System**

**Description**

***Carry out health promotion and prevention activities and public messaging*** on physical activity, healthy eating, mental health and addictions, tobacco reduction and cessation, injury prevention and high-risk sexual activity. For example: Don't be a Butthead, Drop the Pop, Arrive Alive, Healthy Choices, Get Active.

**Planned Activities for 2012-13**

- ECE will continue to work within the GNWT Healthy Choices Framework, which promotes and supports programs that encourage students to make positive and healthy lifestyle choices in their homes, schools and communities. Such programs are: Sip Smart, Screen Smart, School Travel Planning, Get Active, Drop the Pop, and more
- ECE will research, review and develop a new NWT Health Curriculum
- ECE will develop a new Counselling Framework based on the Comprehensive School Health model, which builds on students' strengths, safe schools, community engagement, and school practices that reflect the traditions and cultures of the NWT
- ECE, in collaboration with HSS will complete the renewal of the *Early Childhood Development Framework for Action*, the directional GNWT document on early childhood development
- ECE Client Services Officers will be trained in service management techniques, including the ability to assess potential health and wellness needs and to refer clients to appropriate support services, as needed

**Participating Departments**

ECE (HSS lead)

**Description**

Partners with communities to ***develop culturally appropriate child development and prenatal programs***.

**Planned Activities for 2012-13**

- The Department, in collaboration with HSS will complete the renewal of the *Early Childhood Development Framework for Action*, the directional GNWT document on early childhood development

**Participating Departments**

ECE (lead), HSS

**Description**

***Strengthen integrated case management*** to provide better assessment, treatment and after care services for at-risk youth and adults. Examine multi-disciplinary, multi-agency approaches to identifying and implementing longer-term social supports for some offenders to prevent re-offending and to address underlying health or social issues.

## *Education, Culture and Employment*

### **Planned Activities for 2012-13**

- ECE Client Services Officers will be trained in service management techniques, including the ability to assess potential health and wellness needs and to refer clients to appropriate support services, as needed
- ECE will continue to administer a full range of Career Development services and relevant labour market programming delivered through Regional ECE Service Centres

### **Participating Departments**

ECE (JUSTICE lead)

## *d) Infrastructure Investments*

### *Planned Activities – 2012-13*

Dettah	Kaw Tay Whee School, Interior Works – Design and Construction
Inuvik	Sir Alexander Mackenzie and Samuel Hearne Secondary School Replacement – Construction
Hay River	Diamond Jenness Secondary School Renovation – Construction
Various	Capital Infrastructure Investments for College facilities
Various	Capital Infrastructure Investments for Community Libraries
Various	Capital Infrastructure Investments for Community Museums
Various	Investments for School Playground Equipment in various communities
Yellowknife	PWNHC Gallery Development – Design and Construction
Yellowknife	PWNHC Technical Upgrades – Remove Existing Asbestos

## ***e) Legislative Initiatives***

### **Planned Activities – 2012-13**

The Department has a number of legislative initiatives planned for 2012-13 as follows:

#### ***1. Education Act***

The Department will review the *Education Act* and intends to submit a legislative proposal to amend the *Education Act* to include provisions addressing anti-bullying measures.

#### ***2. Student Financial Assistance Act***

A legislative proposal to amend the *Student Financial Assistance Act* to increase the maximum aggregate of principal amounts outstanding in respect to all student loans from \$36 million to \$40 million has been prepared. Subject to approval, ECE intends to put forward a bill in 2012-13.

In addition, as the Student Financial Assistance Program underwent extensive review in 2011-12, the Department will review the *Student Financial Assistance Act* in light of the ensuing report.

#### ***3. Official Languages Act***

The Department plans to revisit the Standing Committee on Government Operations' *2009 Final Report on the Review of the Official Languages Act 2008-2009, Reality Check: Securing a Future for the Official Languages of the Northwest Territories* and submit an updated legislative proposal to amend the *Act* in 2012-13.

#### ***4. Apprenticeship, Trade and Occupation Certification Act***

A bill to amend the *Apprenticeship, Trade and Occupation Certification Act* received royal assent during the 16<sup>th</sup> Legislative Assembly. Because the amendment will require extensive consequential amendments to the associated regulations, the coming into force date of this bill was not specified. The Department anticipates that the regulations will be completed in the upcoming months and plans to implement a coming into force order in 2012-13.

## f) Human Resources

### Overall Human Resource Statistics

#### All Employees

	2011	%	2010	%	2009	%	2008	%
Total	218		219		220		212	
Indigenous Employees	132	60	136	62	110	50	111	52
Aboriginal	81	37	82	37	78	35	81	38
Non-Aboriginal	51	23	54	25	32	15	30	14
Non-Indigenous Employees	86	39	83	38	110	50	101	48

Note: Information as of December 31 each year.

#### Senior Management Employees

	2011	%	2010	%	2009	%	2008	%
Total	15		13		14		14	
Indigenous Employees	10	67	9	69	7	50	7	50
Aboriginal	6	40	5	38	5	36	5	36
Non-Aboriginal	4	27	4	31	2	14	2	14
Non-Indigenous Employees	5	33	4	31	7	50	7	50
Male	6	40	4	31	5	36	5	33
Female	9	60	9	69	9	64	9	64

Note: Information as of December 31 each year.

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%
Total	9		9		4		3	
Male	5	56	5	56	2	50	2	67
Female	4	44	4	44	2	50	1	33

Note: Information as of December 31 each year.

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%
Total	3	1	2	1	1	1	1	

Note: Information as of December 31 each year..

## Education, Culture and Employment

### Aurora College

#### All Employees

	2011	%	2010	%	2009	%	2008	%
Total	210	100	205	100	202	100	206	100
Indigenous Employees	80	38	77	37	75	37	74	37
Aboriginal	66	31	64	31	62	31	62	32
Non-Aboriginal	14	7	13	6	13	6	12	5
Non-Indigenous Employees	130	62	128	62	127	63	132	63

Note: Information as of March 31 each year.

#### Senior Management Employees

	2011	%	2010	%	2009	%	2008	%
Total	8	100	8	100	8	100	6	100
Indigenous Employees	3	37	1	13	1	13	1	14
Aboriginal	2	25	1	13	1	13	1	14
Non-Aboriginal	1	12	0	0	0	0	0	0
Non-Indigenous Employees	5	63	7	87	7	88	5	86
Male	2	25	3	38	2	25	3	57
Female	6	75	5	62	6	75	3	43

Note: Information as of March 31 each year.

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%
Total	11	100	10	100	10	100	9	100
Male	9	82	9	90	8	80	7	78
Female	2	18	1	10	2	20	2	22

Note: Information as of March 31 each year.

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%
Total	1	0.5	1	0.5	1	0.5	1	0.5

Note: Information provided is as of December 31 each year.

***Education Authorities***

**All Employees**

	2011	%	2010	%	2009	%	2008	%
Total	769	100	788	100	772	100	782	100
Indigenous Employees	284	37	291	37	286	37	282	36
Aboriginal	261	34	265	34	260	34	256	33
Non-Aboriginal	23	3	26	3	26	3	26	3
Non-Indigenous Employees	485	63	497	63	486	63	511	63

Note: Information as of March 31 each year.

**Senior Management Employees**

	2011	%	2010	%	2009	%	2008	%
Total	9	100	9	100	7	100	4	100
Indigenous Employees	2	22	1	11	1	14	1	25
Aboriginal	2	22	1	11	1	14	1	25
Non-Aboriginal	0	0	0	0	0	0	0	0
Non-Indigenous Employees	7	78	8	89	6	86	3	75
Male	5	56	5	56	4	57	2	67
Female	4	44	4	44	3	43	2	33

Note: Information as of March 31 each year.

**Non-Traditional Occupations**

	2011	%	2010	%	2009	%	2008	%
Total	3	100	5	100	4	100	5	100
Male	2	67	4	80	3	75	5	100
Female	1	33	1	20	1	25	0	0

Note: Information as of March 31 each year.

**Employees with Disabilities**

	2011	%	2010	%	2009	%	2008	%
Total	0	0	0	0	0	0	0	0

Note: Information as of December 31 each year.

\* Excludes Yellowknife education authorities.



## *Education, Culture and Employment*

### *Position Reconciliation*

This information differs from the employee information on the preceding page; human resource information reflects actual employees as of March 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

#### Active Positions

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Main Estimates</b>
Total	224	3	227
Indeterminate full-time	195	2	197
Indeterminate part-time	29	1	30
Seasonal	-	-	-

Adjustments During the Year:

<u>Position</u>	<u>Community</u>	<u>Region</u>	<u>Added/ Deleted</u>	<u>Explanation</u>
Registrar of Appeals	Yellowknife	HQ	1	Forced Growth – Social Assistance Appeal Committee
Order Clerk	Hay River	HQ	1	Internal Reallocation – Public Library Services
Technical Services Clerk	Hay River	HQ	1	Internal Reallocation – Public Library Services

**Other Human Resource Information**

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011. The information is current as of December 31, 2011.

<b>Summer Students</b>				
Total Students	Indigenous Employees (Aboriginal + Non-Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
22	22	10	12	0

<b>Interns</b>				
Total Interns	Indigenous Employees (Aboriginal + Non-Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
2	2	0	2	0

<b>Transfer Assignments (In)</b>				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non-Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
13	6	4	2	7

<b>Transfer Assignments (Out)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non-Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
8	7	3	4	1

**Activities Associated with Staff Training & Development**

***GNWT training***

In line with the GNWT commitment to develop and maintain a skilled, productive public service that represents the people it serves, the Department promotes employee participation in GNWT training and leadership opportunities including:

- GNWT/University of Alberta School of Business Executive Leadership Development Training for senior and middle managers
- Hay Evaluation System
- Smoking Cessation
- SAM Implementation

## *Education, Culture and Employment*

- Labour Relations
- Media Training
- Procurement
- Committee Terms of Reference
- Decision Instruments
- Records Management
- Gender Based Equality

In addition, Department employees participated in a number of professional development and training sessions, workshops and conferences specific to the needs of their division. Department employees also offered and/or coordinated training for and with our partners, as appropriate.

### ***Culture and Heritage***

Culture and Heritage employees attended professional development workshops and training as follows:

- Emergency Planning and Disaster Preparedness for Cultural Institutions
- Canadian Conservation Institute workshops on Packing and Shipping of Cultural Material, Exhibition Lighting and Vacuum Suction Table
- Online training on Geographic Information System use and maintenance, Greyscale, Colour and Calibration Photography and Introduction to Archival Practice Workshop
- Museums Leadership Studies
- Canadian Public Arts Funders (CPAF) workshops
- Collections Management
- Strategic Planning for Cultural Organizations
- Community Based Heritage Research
- Program Planning by Aurora College

Culture and Heritage employees also attended professional development conferences as follows:

- International Ice Patch Conference, Frozen Pasts
- Canadian Museum Association AGM
- NWT Heritage Alliance Gathering
- University of Victoria Cultural Resource Management Program on Exhibit Development

### ***Official Languages***

In addition to GNWT management and facilitation training, Aboriginal Language Programs employees also participated in the Aboriginal Languages Summer Institute and in facilitation skills training; and Francophone Affairs Secretariat employees attended French translation courses.

### ***Kindergarten to Grade 12 Education***

The NWT Education Leadership Program is offered for about 10 days each summer. The program consists of two summer sessions in consecutive years with a project to be completed during the year. The program is a requirement for all school principals employed in the NWT but may also be taken by other educators.

The Teacher Induction Program is offered to both new teachers and teachers new to the North. Workshops are held for new teachers and their teacher mentors at the beginning of the school year. Mentorship pairs meet once a month during the school year for the experienced teacher to assist the new teacher on a professional level, as well as in their social and cultural adaptation to the North.

Amongst Department employees, in addition to GNWT training, one person completed the University of Victoria Certificate in Aboriginal Language Revitalization, and another completed Career Focusing™ Training.

### ***Library Services***

Library Services provides training and assistance to all community library staff as support in carrying out their duties. Five new libraries were supported in 2011 and received site visits of several days in order to provide collection development support and individualized training. Other libraries were visited as part of the on-going commitment to provide training to new library managers and to provide on-site training at least once every three years.

A two-day training session for representatives from all public libraries was held in Yellowknife in October 2011. The training focused on new technology opportunities, basic operations and collection development. Previously, in January 2011, a regional training session was held in Inuvik, which focused on programming and networking between libraries in the Northern NWT.

Library staff participated in a leadership training course offered through Aurora College, as well as attended a conference on library software and two national conferences.

### ***Advanced Education***

The Department supported the delivery of community-based Teacher Education Program (TEP) and the Aboriginal Language and Cultural Instructor Program (ALCIP) Diploma in the Beaufort-Delta and ALCIP in the South Slave regions. Part-time delivery of the ALCIP Certificate program was delivered throughout the NWT as well.

The Department offered employees skills training and development courses as follows:

- Career Focusing™ Facilitator Training for Career Development Officers to assist clients with career planning
- Non-violence intervention by Health and Social Services
- Regional conferences on program delivery and service improvements at Regional ECE Service Centres
- Aurora College Certificate in Adult Education
- Verbal Judo offered through Aurora College
- First Aid/CPR training provided by St John Ambulance through Aurora College
- Evaluation Essential Skills III: Program Evaluation workshop at Royal Roads University
- Inclusive Education courses through Athabasca University

### *Education, Culture and Employment*

- Facilitation Training Workshop through the NWT Literacy Council
- Managers' Leadership Development Certificate Program
- Introduction to Program Evaluation
- Writing Terms of Reference
- Facilitation Training
- Introduction to Basic Statistical Techniques: Aboriginal Statistical Training Program by Statistics Canada
- Understanding Demographic Data
- Writing Better Briefing Notes

### *Income Security*

Income Security staff participated in

- Statutory training to newly hired Client Services Officers
- Customer service training
- Project Management training

Training was also delivered to all Social Assistance Appeal Committee and Social Assistance Appeal Board members.

## ***g) Information Systems and Management***

### **Overview**

ECE Information Services supports the Department, education authorities, students and other clients in many ways. The Department is committed to improving access to public program information through the expansion of online services to teachers, students and the general public. Over the course of the next several years, the Department will be exploring potential initiatives to allow applicants and participants to programs including apprenticeship to submit applications, track their progress in their chosen field, and access information specific to their case through an online system.

The Department plans two years ahead for major Capital projects. Capital projects are driven, in part, by changes to the Departmental business plan.

### ***Major Systems at the Department***

- The Case Management Administration System (CMAS) incorporates a broad array of administrative and program-specific modules, including:
  - Common Client Registry, Security, Payment Processing and Administration
  - Child Day Care Services (Operations and Licensing)
  - Student Records (K-12)
  - Teacher Certification
  - Career Development and Counselling
  - Contracts
  - Apprenticeship
  - Occupational Certification
  - Student Financial Assistance
  - Child Care User Subsidy
  - Income Assistance, and
  - Seniors Supplementary Benefits
- The Student Information System tracks basic demographic information, schools attended, courses, and attendance records of approximately 9,000 students in the NWT.
- The Student Loans System tracks the repayment of loans by approximately 2,300 students.
- The North of 60 learnnet email system provides email and email synchronization services to education authorities.
- Websites, including the interactive 'My Account' site that allows students to apply for Student Financial Assistance (SFA), make it possible for students to check their status, check loan repayment balances, and view their NWT school records all online.
- The JobsNorth system provides an online labour service exchange whereby employers can post jobs that potential employees can then apply for online.
- The Labour Information Management System (LIMS) maintains information on complaints filed under the *Employment Standards Act*.

## *Education, Culture and Employment*

- In addition, many other smaller information systems and countless MS Access databases also exist.

### **Planned Activities - 2012-13**

#### ***Web Apprenticeship***

In 2011-12, substantive work was completed on an Apprenticeship and Occupation Certification (AOC) module for the Department's CMAS system. This project builds on that work and extends the capability by delivering web-based functionality for AOC activities.

#### ***Employment Standards***

In 2011-12, the Department completed a CMAS module to support Employment Standards. This work will be extended into 2012-13.

#### ***Early Childhood Program***

The Department will work on developing reports for the licensed early childhood providers' module in CMAS.

#### ***Reporting Views***

The Department will undertake a pilot project to develop a module for User Defined Reports. This will be used to access CMAS data and may tie in other data sources as well. It will also consider the possibility of leveraging Business Intelligence tools.

#### ***SIS Replacement***

The Department is replacing the current Student Information System (SIS) with a new system. Implementation of PowerSchool will take place in 2012-13, which will assist in the collection of student achievement and other school data. This data will also link to the process for reviewing education authorities that will be developed in 2012-13, for implementation in 2013-14.

**ENVIRONMENT AND  
NATURAL RESOURCES**





## **1. OVERVIEW**

### **MISSION**

Environment and Natural Resources (ENR) works with all people and interested organizations to protect our environment by making sure our resources are used wisely and that people understand their part in keeping the environment healthy.

### **GOALS**

1. The Northwest Territories' (NWT) air, land, water, wildlife, and forests are protected.
2. The NWT's natural resources are used and developed wisely in accordance with the Sustainable Development Policy.
3. Knowledge is gained through cooperating and sharing information with other organizations and people interested in the environment.
4. The NWT's environment and natural resources are managed with the understanding that forests, wildlife, air, land and water are connected.

### **KEY ACTIVITIES**

- Corporate Management
- Land and Water
- Environment
- Forest Management
- Wildlife

## **2. EMERGING ISSUES**

### ***Climate Change***

Climate change is one of the most serious environmental, economic and political challenges facing governments, communities and residents. Residents are already seeing and dealing with many environmental changes consistent with climate change predictions, including changes in sea ice, melting permafrost, shoreline erosion and weather.

Due to its geography, climate and economy, the NWT is dependent on fossil fuels and faces unique challenges to reducing its greenhouse gas (GHG) emissions. Although NWT emissions dropped in 2009, during the recent economic downturn, emissions are expected to increase as these activities resume and the economy regains strength. Reductions of GHG emissions will require adopting and expanding the use of renewable energy technologies (biomass, solar, geothermal and wind).

Climate change will impact forest growth and regeneration, wildland fire cycles, wildlife habitat, wildlife migration patterns, and water tables. ENR needs to modify its resource management practices to adapt to the impacts of climate change. For example, with the changing climate invasive alien species now have a greater chance of becoming established in the NWT and have become the second greatest threat to biodiversity after habitat loss.

### ***Protecting Biodiversity and Sustainable Use of Renewable Resources***

#### ***National Recovery Strategies***

A national recovery strategy is a legal requirement for all species listed as threatened or endangered under the federal *Species at Risk Act* (SARA). Boreal caribou are listed as a threatened species under SARA. A proposed National Boreal Caribou Recovery Strategy is being finalized by the Government of Canada. The recovery strategy identifies recovery objectives and critical habitat. Critical habitat must be legally protected by Aboriginal Affairs and Northern Development Canada (AANDC) on federal lands and by the GNWT on Commissioner's Lands. The legal requirement to protect critical habitat will have implications for GNWT infrastructure, economic development, land claim and self-government negotiations and wildland fire management in the NWT. Implementation of the recovery strategy will also have socio-economic impacts on the NWT as it may limit resource development within portions of boreal caribou range in the NWT. In 2012-13, recovery strategies will also be required and critical habitat will need to be identified and legally protected, for wood bison, Peary caribou, and likely two species of bats (northern myotis and the little brown myotis).

#### ***Barren-ground Caribou Management***

Management actions taken during the past four years have helped many barren-ground caribou herds stabilize and, in some cases, increase in size. Some herds continue to decline. Overall, herd numbers remain low and measures to assist recovery and long-term sustainability are still required. The NWT Barren-ground Caribou Management Strategy 2011-2015 identifies actions to help herds continue to grow and recover. ENR will continue to implement actions identified in the Strategy, including monitoring the cumulative effects of climate change, human disturbance and anthropogenic disturbance on barren-ground caribou (a priority action identified during the public review of the Strategy). Successful implementation of the Strategy requires extensive cooperation with communities and active participation by Aboriginal governments and other partners.

As six of the eight barren-ground caribou herds are shared with other provinces and territories, ENR will continue to work with other jurisdictions to develop joint management plans for the shared herds. Decreased access to caribou has increased pressure on other species, such as muskox, moose, woodland boreal caribou and wood bison. Monitoring these species and developing and implementing management plans is critical to maintaining abundant natural resources.

#### *Wildland Fire Management*

Reconciling the role of fire in maintaining the ecosystem with the need to protect people, property and forest values presents a complex challenge. This is further complicated by climate change, resulting in a high level of seasonal variability that is likely to increase the number and severity of wildland fires during the next century. A Wildland Fire Program Review was completed to assess the changing needs of the people of the NWT and the effects of fire on those needs. Program Review recommendations will be implemented to ensure the program is addressing the needs of communities and residents, particularly in determining the values at risk and value placed on wildlife habitat.

The GNWT owns and operates a fleet of four CL215 air tankers to support wildland fire suppression. This fleet is aging. Due to critical operating considerations, the GNWT must determine replacement of the fleet. The air tankers have about five to eight years of useful life left. The continued ability of the GNWT to provide effective and efficient wildland fire response requires water skimmer aircraft as an available fire response tool. The future of a land-based air tanker fleet (currently supplied under contract) is in question, due to the availability of aircraft options. Viable options for the replacement of the fleet will be developed.

#### *Land and Water Management*

##### *Protecting Territorial Waters*

Protecting territorial waters is a strong priority for the people of the Northwest Territories. As the downstream jurisdiction in the Mackenzie River Basin, much of the NWT's water resources are influenced by management decisions in the upper basin, primarily British Columbia, Alberta and the Yukon. Rapid and extensive development of oil sands in Alberta's Athabasca region and the anticipated Site C hydroelectric development downstream from the Bennett Dam in British Columbia have heightened community concerns about water quality, water quantity and traditional harvests of wildlife and fish.

Implementation of the NWT Water Stewardship Strategy and Action Plan are critical to addressing these concerns. This includes community source-water protection plans, community-based water monitoring programs and a transboundary water agreement with Alberta.

##### *Infrastructure development - all season highways*

The development of all season highways by the Department of Transportation (DOT) require environmental assessments (EAs) to be completed and follow up effects monitoring. The EA for the Inuvik to Tuktoyaktuk all season road is underway through the Inuvialuit Environmental Impact Review Board and plans for long-term wildlife effects monitoring by ENR will be developed. ENR provides assistance to DOT throughout the EA given the complexity of the process. ENR will also continue coordinating GNWT Departmental intervention during each highway EA. Considerable additional time and resources from ENR and other GNWT departments will need to be invested in the anticipated EA for the Mackenzie Valley Highway.

## *Environment and Natural Resources*

### ***Forest Industry Development***

Support for a viable sustainable forest industry accessing timber, biomass, and non-timber forest resources remains a priority for the GNWT. Woody biomass as an alternative energy source is an emerging economic opportunity. Essential planning, resource information and advice to communities and entrepreneurs on sustainable development and management of forest resources are critical in supporting emerging and existing forest industry players. Implementation of new regulatory options, and working with Aboriginal governments and industry to support a viable forest industry in the north is a continuing challenge.

The management of forest resources was devolved to the GNWT in 1987, as part of the transfer of fire and forest management from Canada to the GNWT. Under the transfer, the GNWT received the authority and responsibility for management and conservation of forest resources on 75 million hectares of forested lands in the NWT. Northern management of forest lands should address the concepts of eco-system based management and sustainable management of forest resources for the continuing and future benefit of northern residents. Current legislation and policy is either absent, deficient or dated, having been drafted in 1988. ENR is developing updated Forest Management Regulations and policy work is underway.

### ***Environmental Protection***

NWT residents are concerned with the quality of the environment. There is a need to address past environmental liabilities and ensure current activities are conducted in an environmentally appropriate manner.

#### *Managing the impacts of past, present and future developments*

There is an environmental legacy of abandoned waste sites across the NWT, much of it from past resource development and government activities. While the responsibility to manage and clean up abandoned waste sites on crown land lies with the federal government, the GNWT maintains an interest in ensuring these sites are remediated and managed properly. The GNWT also maintains, or shares, responsibility for contaminated sites located on Commissioner's Land including dumps and landfills.

Remediation of the Giant Mine site poses the greatest challenge in the NWT. ENR is a co-proponent in the Giant Mine Remediation Project and has booked a \$23 million liability for the Project. The Project is currently undergoing an EA. ENR will continue to coordinate other GNWT issues that may arise during the EA, for instance those related to health, municipal plans, highways or wildlife.

#### *Hydraulic Fracturing*

Unconventional oil and gas techniques and hydraulic fracturing are being considered for use in the NWT. Applications or permits to use these techniques in the Sahtu and Dehcho regions are expected to be filed within the next year. There are many concerns about the use of these techniques. An analysis is being undertaken outlining the economic opportunities, environmental concerns and human health issues related to the use of unconventional hydraulic fracturing techniques in the NWT. ENR, Industry, Tourism and Investment (ITI) and Health and Social Services (HSS) are working to develop an understanding of the hydraulic fracturing issue.

*Electronic waste*

Waste products fill landfill sites, using up valuable land and creating potential environmental hazards. Current programs continue to reduce our impacts on the environment. Expanding the NWT's waste reduction and recovery programs will ensure this continues. ENR is currently assessing the viability of introducing an electronic waste program for the NWT.

***Devolution - Identification of waste sites***

A key factor affecting resource and environmental management in the NWT is the devolution of responsibility for land, water and non-renewable resources from Canada to the GNWT. Contaminated sites, most on crown lands, can be found throughout the NWT. The GNWT needs a greater understanding of the status of federal contaminated sites and the risk they may pose to the environment prior to a final devolution agreement.

Negotiations and implementation of the devolution final agreement are likely to have a significant impact on ENR. Therefore, ENR will continue to support negotiations and implementation of complex devolution-related issues such as human resources and organizational design, regulatory issues relating to land and water, waste site delineation, and information systems. These activities will be undertaken through various devolution working groups and in cooperation with other GNWT departments.

### 3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the department's operation expenses and revenues.
- b) **Key Activities** describes the department's major programs and services, including strategic activities, as well as results to date and measures.
- c) **Responding to Priorities** describes current major activities the department is undertaking in supporting the priorities identified by the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the department's planned infrastructure investments for 2012-13.
- e) **Legislative Initiatives** provides a summary of the department's legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2012-13.

#### a) Fiscal Position and Budget

##### DEPARTMENTAL SUMMARY

	<b>Proposed Main Estimates 2012-2013</b>	<b>Revised Estimates 2011-2012</b>	<b>Main Estimates 2011-2012</b>	<b>Actuals 2010-2011</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OPERATIONS EXPENSE</b>				
Corporate Management	11,171	11,172	10,995	11,710
Land and Water	4,827	4,849	4,123	4,191
Environment	5,936	9,709	8,662	7,531
Forest Management	28,634	33,603	28,439	31,023
Wildlife	15,125	15,175	15,274	15,339
<b>TOTAL OPERATIONS EXPENSE</b>	<b>65,693</b>	<b>74,508</b>	<b>67,493</b>	<b>69,794</b>
<b>REVENUE</b>	<b>1,570</b>	<b>1,920</b>	<b>1,920</b>	<b>1,585</b>

**OPERATION EXPENSE SUMMARY**

	Main Estimates 2011-2012	Proposed Adjustments			Internal Reallocation of Resources	Main Estimates 2012-2013
		Forced Growth	Strategic Initiatives	Sunsets and Other Approved Adjustments		
<b>Corporate Management</b>						
Directorate	2,253	-	-	-	(100)	2,153
Policy & Strategic Planning	1,225	-	-	-	100	1,325
Shared Services	3,197	-	-	-	-	3,197
Field Support	1,368	-	-	-	-	1,368
Corporate Costs	2,741	168	-	-	2	2,911
Amortization	211	-	-	6	-	217
<b>Total Corporate Management</b>	<b>10,995</b>	<b>168</b>	<b>-</b>	<b>6</b>	<b>2</b>	<b>11,171</b>
<b>Land &amp; Water</b>						
Program Management	3,230	1	905	(200)	(2)	3,934
Environmental Assessment & Monitoring	893	-	-	-	-	893
Amortization	-	-	-	-	-	-
<b>Total Land and Water</b>	<b>4,123</b>	<b>1</b>	<b>905</b>	<b>(200)</b>	<b>(2)</b>	<b>4,827</b>
<b>Environment</b>						
Program Management	755	-	-	(85)	-	670
Environmental Protection	1,750	-	-	-	(3)	1,747
Energy Management	6,148	-	750	(3,385)	-	3,513
Amortization	9	-	-	(3)	-	6
<b>Total Environment</b>	<b>8,662</b>	<b>-</b>	<b>750</b>	<b>(3,473)</b>	<b>(3)</b>	<b>5,936</b>
<b>Forest Management</b>						
Program Mgmt & Presuppression	19,095	559	-	(210)	-	19,444
Suppression	4,540	-	-	-	-	4,540
Forest Resources	3,159	3	-	(300)	-	2,862
Amortization	1,645	-	-	143	-	1,788
<b>Total Forest Management</b>	<b>28,439</b>	<b>562</b>	<b>-</b>	<b>(367)</b>	<b>-</b>	<b>28,634</b>
<b>Wildlife</b>						
Wildlife Management	546	-	-	-	29	575
Wildlife Support	2,665	-	-	(100)	(5)	2,560
Technical Support	6,036	3	-	-	(14)	6,025
Field Operations	5,576	21	-	-	(7)	5,590
Amortization	451	-	-	(76)	-	375
<b>Total Wildlife</b>	<b>15,274</b>	<b>24</b>	<b>-</b>	<b>(176)</b>	<b>3</b>	<b>15,125</b>
<b>TOTAL DEPARTMENT</b>	<b>67,493</b>	<b>755</b>	<b>1,655</b>	<b>(4,210)</b>	<b>-</b>	<b>65,693</b>



**REVENUE SUMMARY**

	(thousands of dollars)			
	2012-2013 Main Estimates	2011-2012 Revised Estimates	2011-2012 Main Estimates	2010-2011 Actuals
<b>General</b>				
Timber Permits and Licences	5	5	5	37
Hunting and Fishing Licences	550	600	600	504
	<u>555</u>	<u>605</u>	<u>605</u>	<u>541</u>
<b>Recoveries</b>				
Lease Revenue	-	-	-	2
Mutual Aid Resources Sharing	-	300	300	27
Amortization of Capital Contributions	1,015	1,015	1,015	1,015
	<u>1,015</u>	<u>1,315</u>	<u>1,315</u>	<u>1,044</u>
<b>TOTAL</b>	<u><b>1,570</b></u>	<u><b>1,920</b></u>	<u><b>1,920</b></u>	<u><b>1,585</b></u>

## *b) Key Activities*

### **KEY ACTIVITY 1: CORPORATE MANAGEMENT**

#### Description

The Corporate Management activity provides overall management, strategic planning, communication, and leadership to the Department's divisions and regions. Divisions and Units within this activity enable the Department to respond effectively to the environmental and resource management priorities of NWT residents.

The Corporate Management activity is carried out through Directorate, the Policy and Strategic Planning Division, Shared Services (Finance and Administration and Informatics Divisions), and the Field Support Unit.

**Directorate** provides overall leadership, management, and strategic planning for the Department.

**Policy and Strategic Planning** provides policy, legislative, strategic planning, coordination, and communications and media relations expertise to lead associated initiatives or provide support to the Department to make informed decisions on environmental and resource management issues.

The **Field Support Unit** provides regional and divisional support on activities related to traditional knowledge, Aboriginal relations, licensing, compliance, public education, and employee training.

**Shared Services** consists of the Finance and Administration and Informatics divisions, providing services to the Departments of Environment and Natural Resources and Industry, Tourism and Investment.

Finance and Administration provides financial management and administrative services to the departments. These services include providing advice to senior managers on financial management, financial control, contracts and contributions.

Informatics provides broad Information Management Services including Records and Library Services, Geomatics and Geographic Information Systems and analysis, Information Systems development, implementation and operations, and strategic advice and guidance on the use of information and technology in support of programs and services.

This activity also includes **Corporate Costs**, which capture Department-wide specific costs such as lease payments, vehicle and building maintenance and fuel.

**Major Program and Service Initiatives 2012-13**

**Policy and Strategic Planning (PSP)**

During 2012/13, PSP will continue to provide ongoing decision-making and communication support to the Department. Specific areas of focus include the development of a departmental strategic plan and Framework for Action linking priority areas of the department and the GNWT with the allocation of human and financial resources; review the implementation of the Sustainable Development Policy; development of a comprehensive approach to cumulative effects; advancement of new wildlife legislation for review by the Legislative Assembly; development of a policy for critical wildlife areas; and development of an internal consultation Framework.

**Field Support Unit (FSU)**

FSU will continue to focus on establishing strong relationships with regions and divisions to provide added value to their existing programs. Areas of focus will include: the development and implementation of a Hunter's Education Program; advancement of the Training Strategy; implementation of compliance and licensing databases; Aboriginal liaison advice for departmental initiatives; coordination of the GNWT Interdepartmental Traditional Knowledge (TK) Committee to promote government-wide implementation of the Traditional Knowledge Policy; establishment of formal TK access; development of resource materials for teachers to assist with the inclusion of traditional knowledge within school curriculums; and, development of a guide to improve decision-making within ENR and encourage the consideration of traditional knowledge as part of an established organizational process.

**Shared Services**

Finance and Administration will continue to work with other departments on the preparation and implementation of the GNWT shared financial services and shared procurement initiatives.

Informatics will focus on several system enhancements. Details of the specific systems are found in the Information Systems and Management section of this Business Plan.

## **KEY ACTIVITY 2: LAND AND WATER**

### *Description*

Land and water programs are those that stem from federal environmental legislation that have GNWT obligations, such as the *Mackenzie Valley Resource Management Act*, as well as related partnership initiatives such as water stewardship and cumulative effects. Key program areas include regional land use planning, protected areas, environmental impact assessment, and water stewardship. The Land and Water Division houses the NWT Protected Areas Strategy (PAS) Secretariat, which is shared with Aboriginal Affairs and Northern Development Canada.

Regional land use plans integrate environmental, social, cultural and economic interests, ensuring NWT values on the landscape are protected or conserved by defining where development can occur and under what general conditions. Consistent with regional land use planning, the NWT PAS protects special natural and cultural areas and core representative areas within each eco-region.

Environmental Assessment and Monitoring (EAM) functions include overseeing ENR's input into preliminary screenings of regulatory applications and renewal of permits and licenses, as well as the GNWT's participation in environmental assessments and environmental impact reviews, and improvements such as guidelines or proposed amendments to the NWT land and water regulatory system. EAM coordinates input from Regional Environmental Assessment Coordinators who provide comments from a local perspective on regulatory applications. EAM is also involved with follow-up monitoring and overseeing GNWT requirements set out in Environmental Agreements.

Water Stewardship functions involve the ongoing implementation of the NWT Water Stewardship Strategy with other water management partners. GNWT focus areas include transboundary water issues, community public water supply source protection, community based aquatic monitoring and aquatic ecosystem indicators, as well as federal/provincial/territorial initiatives related to water resources stewardship.

### *Major Program and Service Initiatives 2012-13*

During 2012/13, Land and Water will continue to lead GNWT efforts to manage water resources, coordinate land use planning, provide a secretariat function to the NWT Protected Areas Strategy and coordinate the GNWT's participation in environmental assessments and environmental impact reviews.

#### *NWT Water Stewardship Strategy*

ENR continues to coordinate the implementation of the NWT Water Stewardship Strategy and Action Plan. Specific initiatives for 2012/13 include: negotiations towards a transboundary water management agreement with Alberta; public and Aboriginal engagement on transboundary matters; community-based monitoring; aquatic ecosystem health indicators research and monitoring; community source water protection; and, shared national interests, such as the development of a national water agenda.

#### *Inter-jurisdictional Commitments*

ENR is working toward negotiating a Bilateral Transboundary Water Management Agreement with Alberta. A final transboundary Agreement is expected in 2013. Work continues on developing an

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agreement with the federal government on the management of municipal wastewater. ENR will remain active in the Joint Canada-Alberta Implementation Plan for Oil Sands Monitoring and will promote NWT-related research and monitoring.

### *Community-Based Monitoring*

ENR will work with NWT communities to prepare regional state of the knowledge reports and vulnerability assessments to identify and prioritize monitoring and research needs. Several funding proposals for monitoring and research, including a Cumulative Impacts Monitoring Program application for 2012-2013, have been completed. ENR is providing water quality monitoring equipment and training materials on community-based monitoring activities to NWT communities. The equipment will be deployed and training offered to interested communities during the 2012-2013 ice free season. ENR continues to develop and implement research partnerships, such as the Wilfrid Laurier-GNWT Contribution Agreement, that can contribute to community-based monitoring and aquatic ecosystem health indicators.

### *Aquatic Ecosystem Health Indicators*

Building on community workshops to gather traditional and local knowledge perspectives, ENR will work with the Canadian Water Network and other western science experts to define appropriate aquatic ecosystem health indicators for NWT waters. This work helps ensure that aquatic ecosystem health indicators selected for the NWT will be relevant from traditional/local knowledge and western science perspectives.

### *Protect Community Source Water*

ENR is working with communities and other GNWT departments (Municipal and Community Affairs, Health and Social Services, and Public Works and Services) on source water protection initiatives. This work builds on source water protection maps for community catchments updated in 2011-2012. ENR will provide support for communities to create source water protection plans during 2012-2013. Research and development work is underway related to the management of municipal wastewater effluent for Canada's Far North under the *Canada-wide Strategy for the Management of Municipal Wastewater Effluent*.

## Regional Land Use Planning

### *Draft Sahtu Land Use Plan*

The GNWT will participate in the tripartite meeting with Aboriginal Affairs and Northern Development Canada (AANDC) and Sahtu Secretariat Incorporated (SSI) as a forum to resolve any outstanding issues with the Draft 3 plan. The final draft plan is expected in May 2012 and will take effect upon approval by SSI, GNWT and AANDC.

### *Revised Gwich'in Land Use Plan*

The GNWT will provide comments on the Final Draft of the Revised Gwich'in Land Use Plan released for review and comment by the Gwich'in Land Use Planning Board (GLUPB). This is the next step in the five-year review of the GLUP that is required under s. 50 of the *Mackenzie Valley Resource Management Act* (MVRMA). The final revised plan is expected in May 2012 and will take effect upon approval by the Gwich'in Tribal Council, GNWT and AANDC.

### *Interim Dehcho Land Use Plan*

The GNWT will continue to work with the Dehcho Land Use Planning committee, through its member, to advance an Interim Dehcho Land Use Plan.

NWT Protected Areas Strategy – Establishment Action Plan (2010-2015)

Progress continues on actions identified in the NWT Protected Areas Strategy (PAS) Establishment Action Plan.

The PAS Secretariat is working collaboratively with key departments to prepare GNWT wording for several PAS sites to be included in recommendations reports available for public review during the next six months.

An internal review of the GNWT's role in the PAS is being conducted with representatives from interested Managing This Land departments (ENR, DOT, ITI, Education Culture and Employment, Executive, and Aboriginal Affairs and Intergovernmental Relations). This review is intended to improve the effectiveness and efficiency of the GNWT's role in the PAS.

Criteria for the establishment of Critical Wildlife Areas under the *Wildlife Act* are being developed. The criteria will provide direction to ENR on the management of Critical Wildlife Areas and on sponsorship of additional Critical Wildlife Areas.

The *Ejéé Túé Ndáde* (Buffalo Lake, River and Trails) Candidate Critical Wildlife Area, sponsored by ENR under the *Wildlife Act*, is nearing completion of Step 5 of the Protected Areas Strategy process. The *Ejéé Túé Ndáde* Working Group has completed a draft report which includes recommendations on the designation, administration, boundary, and management for the area. As a working group member, ENR will seek GNWT support for the Recommendations Report before it is posted for an eight-week public review. The Kátlódeeché First Nation, who proposed this area for protection in 2007, is expected to submit the Recommendations Report to ENR following the public review. ENR will also work to consider consistency between Critical Wildlife Areas policy under the current *Wildlife Act* and Conservations Zones as contemplated under the proposed new *Wildlife Act*.

Environmental Assessment and Monitoring (EAM)

EAM is working on increasing GNWT departmental access to environmental assessment and regulatory information through tools such as a Sharepoint website, information training sessions, and the Environmental Assessment Tracking System (EATS). EATS is intended to be a key tracking tool for access and use by all relevant GNWT departments.

EAM is participating with federal government departments in development of Responsible Ministers protocol to assist Responsible Ministers in meeting requirements under the MVRMA. EAM will work to refine ENR policies and work with other departments on developing GNWT protocol for EA intervention.

EAM's level of involvement and time committed in environmental assessment and regulatory reviews is project dependent. There are currently nine environmental assessments and one environmental impact review underway that will carry over to 2012/13. EAM participates and/or has an interest in transborder projects such as the North American Tungsten Mactung Mine Project proposal and the potential application in the Yukon for the Selwyn Chihong Mining Ltd. Mine Project. EAM is also participating on an Environmental Assessment Working Group that has been struck by the province of British Columbia for the environmental impact assessment of the proposed Site C dam. It is expected that the Seabridge Gold Courageous Lake Project will be sent to environmental assessment once its land use permit and water licence applications are submitted in the fall of 2012. EAM continues to provide assistance to DOT, as it prepares for and progresses towards the Mackenzie Valley Highway.

**Measures Reporting**

**Measure 1** - Number of inter-jurisdictional meetings attended on water initiatives

In 2010/11, a total of six meetings were attended on water initiatives. They are as follows:

- Council of the Federation - Water Charter (1)
- Peace-Athabasca Delta Environmental Monitoring Program (1)
- Canadian Council of Ministers of the Environment
  - Canada Wide Strategy for the Management of Municipal Wastewater Effluent (1)
  - Water Management Council (1)
- Transboundary Waters – Alberta (2)

**Measure 2** - Number of engagement activities undertaken within regions to promote water stewardship

In 2010/11, approximately 25 activities were undertaken within regions to promote water stewardship. This included engagement on the Water Strategy as a whole, preparation for transboundary water management agreements, community-based monitoring, source water protection, aquatic ecosystem health indicators, and the Wilfrid Laurier Agreement.

**Measure 3** - Number of land use plans successfully negotiated and in place

To date, the Gwich'in Land Use Plan (2003) is the only approved regional land use plan. The Sahtu Land Use Plan and approval and the five-year review of the Gwich'in Land Use Plan are expected to be finalized in 2012.

**Measure 4** - Number of NWT PAS sites advance through PAS stepped process

The PAS can be roughly divided into three main “phases”:

1. Identify and sponsor protected areas (PAS Steps 1-3)
2. Assess candidate areas and establish protected areas (PAS Steps 4-7)
3. Monitor and manage established areas (PAS Step 8)

<b>Number of NWT PAS sites advance through PAS process</b>			
<b>Steps in the PAS process</b>	<b>2008-2009</b>	<b>2009 -2010</b>	<b>2010-2011</b>
Number of sites			
Steps 1-2	13	10	9
Step 3	4	2	1
Step 4	4	1	3
Steps 5-8	1	5	5
Established	0	1	1
<b>Total</b>	<b>22</b>	<b>18</b>	<b>19</b>

**Measure 5 - Amount and number of ecoregions with established protected areas**

Percent of eco-region protected	Number of ecoregions protected		
	2008-2009	2009-2010	2010-2011
> 75 %	3	4	4
50 to 75 %	1	2	2
20 to 50 %	5	5	5
5 to 25 %	5	8	8
< 5 %	28	23	23

In total there are 42 ecoregions in the NWT that have varying degrees of representation by established protected areas. From fiscal 2008-09, the amount of representation has increased in 5 ecoregions. Ecoregions with less than 5% protection are down from 28 to 23 ecoregions.

**Measure 6 - Number of regulatory applications, renewals, and environmental assessments coordinated**

EAM coordinated the submission of technical comments and recommendations from ENR divisional and regional staff to resource management boards and agencies on 223 applications. These applications were for water licenses and land use permits throughout the territory as well as leases on Commissioner’s Lands and Crown Lands.

Regulatory Applications				
	2007-08	2008-09	2009-10	2010-11
Water Licenses	29	3	39	32
Land Use Permits (Mackenzie Valley only)	93	56	66	64
Leases	40	132	51	65
Other Screenings (Inuvialuit region)	31	39	55	62

The GNWT engages in environmental assessments and environmental impact reviews of projects within the NWT as well as those in neighbouring jurisdictions that have the potential to affect the NWT environment.

Environmental Assessments (EAs) and Environmental Impact Reviews (EIRs)				
	2007-08	2008-09	2009-10	2010-11
NWT	15	16 EAs – 2 EIRs	17 EAs – 2 EIRs	11 EAs – 1 EIR
Nunavut	1	2	2	2
Yukon	0	1	2	1
British Columbia	1	0	0	1
Alberta	0	0	0	0

While the number of applications and assessments is a reflection of the level of activity in the NWT, it is only an indirect measure of the level of effort required to conduct the regulatory reviews and participate in environmental impact assessments as effort varies substantially based on the nature of the proposed development and the associated potential for environmental or socioeconomic impacts.



## **KEY ACTIVITY 3: ENVIRONMENT**

### *Description*

The Environment Division works to maintain a high quality environment for the benefit of current and future generations.

The Environmental Protection section works to prevent and reduce the impact of human activities on the natural environment by providing information, advice, and programs in the areas of contaminated sites, hazardous substances, solid and hazardous waste management, waste reduction and recovery, and air quality.

The Climate Change Programs (CCP) section coordinates the GNWT's response to climate change by developing strategies and activities to control and inventory greenhouse gas emissions, identifying climate change impacts, increasing awareness of climate change, and adapting to a changing climate. Working with the Arctic Energy Alliance, the CCP section encourages energy conservation and the use of energy efficient technologies and alternative energy sources.

The Environment Division has the lead on implementation of the GNWT Science Agenda. The Senior Science Advisor provides expertise, leadership, and vision across the GNWT as a champion for excellence in scholarship and research. The Advisor is responsible for promoting collaborative research priorities and themes relevant to the GNWT and northerners, engaging research partners in science policy development, encouraging investment in research and promoting major research initiatives.

### *Major Program and Service Initiatives 2012-13*

#### Environmental Protection

Environment will continue to provide technical expertise on regulatory and mitigation approaches to addressing air quality, waste management, hazardous materials management, spills planning, and environmental protection planning issues associated with resource development, exploration and construction activities. This expertise ensures ENR can conduct thorough and detailed reviews of mining and oil and gas exploration and pipeline applications; support mitigation and remediation activities; address public concerns over potential environmental impacts from pipeline and natural gas development; and, reduce the GNWT's post-devolution environmental liabilities.

ENR will continue to participate on the Waste Sites Intergovernmental Working Group. The group's primary role is to review, categorize and identify additional Waste Sites as defined in the Devolution Agreement-in-Principle. ENR's technical experts are reviewing a federal database that includes information on 681 identified sites.

ENR continues to be an active participant on the Giant Mine remediation team to ensure that GNWT priorities are recognized in the clean-up of the mine site and stabilization of the underground arsenic waste stored there.

ENR is working with ITI and HSS to develop an understanding of the hydraulic fracturing issue. ENR is developing expertise to be able to review industry proposals and provide guidance on waste management activities to ensure protection of the environment from potential contaminants from these activities.

Under the Waste Reduction and Recovery Act, the GNWT can implement programs to reduce, reuse, recycle and recover waste products/materials throughout the NWT, or ban certain materials that damage the environment. ENR has introduced several programs to expand the Waste Recovery Program. In 2012-13, an electronic waste recycling program will be designed and implemented.

### Climate Change Programs

In 2012-13, ENR will implement specific aspects of the revised Greenhouse Gas Strategy and will provide advice and support for other departments, agencies, businesses, and residents to implement actions identified in the Greenhouse Gas Strategy. A report on Greenhouse Gas Strategy actions will be prepared annually. ENR will track and report on GNWT greenhouse gas emissions and support will be provided to other parties in the NWT in preparation of their greenhouse gas emission inventories. Annual inventories of total NWT emissions will be prepared for reporting to The Climate Registry.

Energy efficiency and conservation programs, including support for the Arctic Energy Alliance, Energy Efficiency Incentive Program, Energy Conservation Program, Alternative Energy Technology Program, Regional Energy Advisors, community energy planning, and public education and awareness will continue to be a focus. These programs will target and promote actions that reduce the use of imported fossil fuels, greenhouse gas emissions and the cost of living for NWT residents.

ENR and the Arctic Energy Alliance will coordinate activities with other GNWT Departments to work with Inuvik and Norman Wells to help identify energy solutions to problems caused by the declining supplies of natural gas. ENR's specific role will focus on energy efficiency measures for residents and small businesses and identifying alternative energy sources to meet both short term and longer term needs.

A number of projects have been undertaken in each of the five main priority areas identified in the NWT Biomass Energy Strategy: community fuel wood; biomass heating; electricity generation; biomass supply; and, communications and public education. Progress on actions has been reviewed and a revised Strategy will be prepared for release in 2012-13.

ENR is working directly with communities to identify projects, develop project proposals and initiate projects that address the 12 actions listed in the Biomass Energy Strategy. Depending on community interest and feasibility assessments, these projects could include improving the supply of firewood, developing wood pellet or wood chip production and supply, increased use of biomass in community district heating systems and combined heat and power generation. ENR will continue to promote and support community biomass initiatives in 2012-13.

Through the Alternative Energy Technologies Program, ENR continues to fund solar photovoltaic power installations in communities and remote camp locations. ENR is participating with the power utilities to implement the NWT Net Billing Pilot Project to assess and understand the potential for solar energy in the NWT. A Solar Energy Strategy will be prepared in 2012-13 to describe and coordinate these initiatives.

A Climate Change Adaptation Framework will be finalized in 2012-13. A report identifying the impacts of climate change on GNWT activities, as well as actions the GNWT has undertaken to adapt to these impacts, will help to guide the development of this Plan. The report also identifies a number of critical needs for information and coordination to assist departments in incorporating climate change considerations into decision-making, especially regarding new and existing infrastructure.

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The Climate Change Adaptation Framework will establish mechanisms to provide information and support to decision-makers at all levels to incorporate climate change considerations into their activities.

### Science Agenda

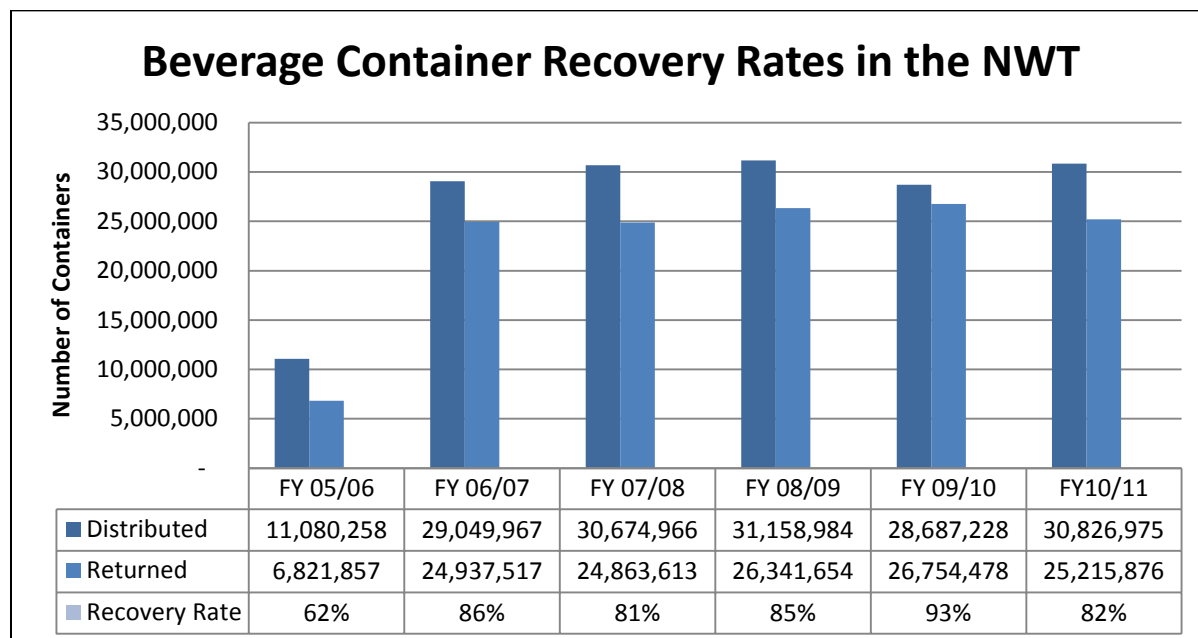
The GNWT Science Agenda, *Building a Path for Northern Science* (2009) establishes a strategic framework for science and identifies scientific priorities, which guide research and science integration for the GNWT.

Major actions under the Science Agenda will include initiating the development and publishing of best practices and standards for community consultation on science projects, expanding research partnerships, improving information sharing protocols and building GNWT science capacity. Strategic collaborations with Canadian Universities will be developed to provide GNWT with scientific expertise and leverage federal funding opportunities available only to Universities. New partnerships will reflect government water, energy and climate change initiatives as well as other priority information needs highlighted in the science agenda. Research licensing and permitting processes across the NWT will be evaluated. ENR and the Interdepartmental Science Working Group will also work with NWT community groups, Aboriginal governments and organizations, environmental non-government organizations, and federal agencies to develop a comprehensive NWT Science Agenda.

### Measures Reporting

#### Measure 1 - Annual Recovery Rate of Beverage Containers

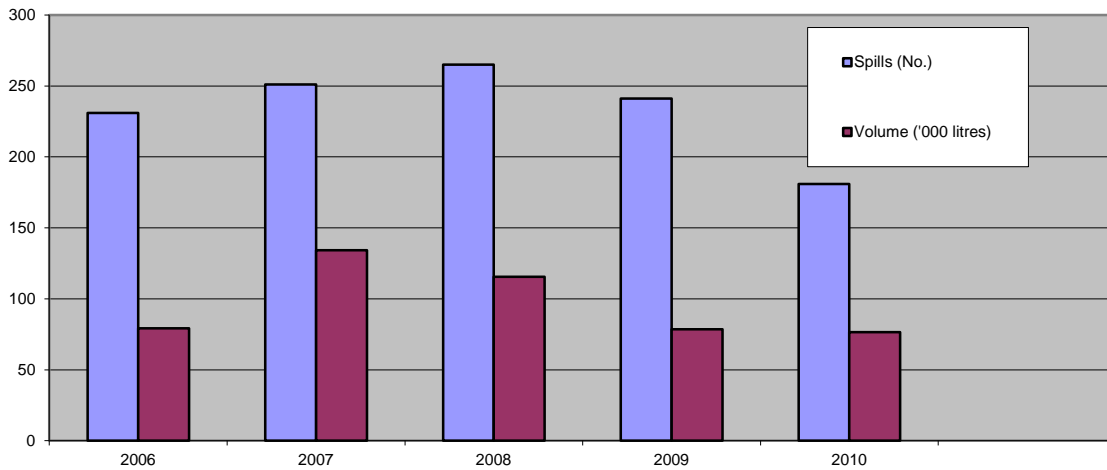
The Beverage Container Program was implemented on November 1, 2005. To date, approximately 156 million beverage containers have been returned in the NWT. From April 1, 2010 to March 31, 2011, approximately 30.8 million containers were distributed and 25.2 million containers were returned to NWT depots. The rate of recovery for the fiscal year 2010-11 was 82%.



**Measure 2 - Number and volume of hydrocarbons spills recorded and tracked through the NWT Spill Line**

Petroleum liquids represented the majority of spills in the NWT. There has been a general decrease in the number and volume of spills since 2000. ENR reported in its annual Spills in the Northwest Territories 2010 report that mining and oil and gas sectors continue to see a decrease in spills. Despite the overall decreasing spill trend, there tends to be a general increase in the number of spills reported from residential-sized steel oil tanks (1,135 litres) due to corrosion. In response to this, ENR released the Homeowner’s Guide to Oil Tanks to provide homeowners with some simple, practical steps that can minimize the chances of an oil spill.

**Number and Volume of Hydrocarbon Spills  
Northwest Territories, 2006 - 10**

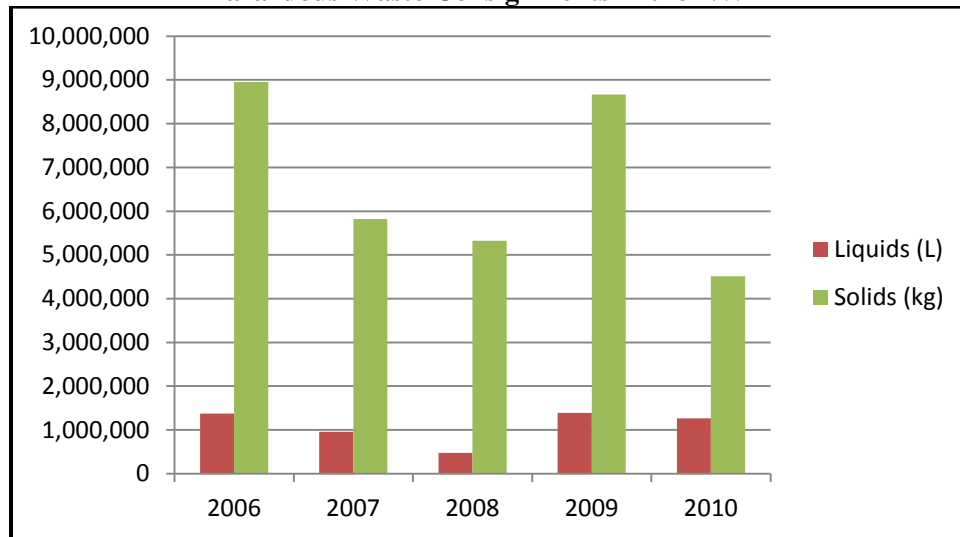


**Measure 3 - Quantity of hazardous wastes generated and transported off site**

The information described in the tables below accounts for the amount of hazardous waste being consigned from registered generators of hazardous waste to registered receivers of hazardous waste. The receivers may be within the NWT, as is the case for facilities that remediate hydrocarbon contaminated soils and waters, or outside the NWT. A consignment is a single waste stream listed on a movement document (hazardous waste manifest). Up to four waste streams can be listed on a single movement document. The weights and volumes are estimates based on amounts reported in kilograms, litres and cubic meters. The numbers are frequently estimated, and should only be used to track general trends in hazardous waste amounts.

<b>Hazardous Waste Consignments in the NWT</b>			
Year	Liquids (L)	Solids (kg)	Consignments recorded by ENR
2006	1,375,632	8,947,990	649
2007	956,791	5,821,448	565
2008	478,110	5,324,799	778
2009	1,387,096	8,666,299	881
2010	1,263,211	4,510,053	1,120

**Hazardous Waste Consignments in the NWT**



**Measure 4 - Level of participation in energy conservation and alternative technology programs**

	2007-08	2008-09	2009-10	2010-11
<b>Alternative Energy Technology Program</b>				
Projects funded	14	14	9	16
Funding provided	\$121,436	\$95,161	\$73,661	\$299,357
Number of installed kilowatts	6.5	13.4	6.12	37.93
Estimated annual savings	\$23,849	\$58,531	\$11,107	\$112,352
<b>Energy Conservation Program</b>				
Projects funded	3	9	8	7
Funding provided	\$69,800	\$124,662	\$110,279	\$89,295
Estimated annual CO <sub>2</sub> reduction (tonnes)	89	130	250	73
Estimated annual savings	\$31,760	\$66,739	\$52,925	35,727
<b>Energy Efficiency Incentive Program</b>				
Rebates provided	547	764	813	882
Funding provided	\$165,550	\$ 262,150	\$264,401	\$345,380
Estimated annual CO <sub>2</sub> reduction (tonnes)	938	1,869	1,840	2,080
Estimated annual savings	\$228,223	\$551,191	\$676,681	\$771,041

## **KEY ACTIVITY 4: FOREST MANAGEMENT**

### *Description*

Forest Management initiatives provide for the stewardship of NWT forests through sustainable management of forest resources and forest fire management.

Sustainable forest management is ensured through the collection of information on the state of forest resources; forest management planning; monitoring of forest health and changes to forest landscapes; regulation of forest practices and planning; and, compliance and reporting. Forest fire management is achieved through prevention, preparedness and forest fire response. Using the best science, technology and effective use of available fire response resources, forest fire management provides for the protection of people, property and other values at risk from forest fire. Developing an increased capacity of individuals, communities, industry and others to take responsibility for reducing fire hazards and forest fires is also a priority.

### *Major Program and Service Initiatives 2012-13*

ENR is approaching the management of the northern forest landscape recognizing the concepts of eco-system based management, and sustainable management of forest resources for the continuing and future benefit of northern citizens.

#### Forest Fire Management

The Wildland Fire Management Program Review (reviewing the implementation of NWT Forest Management Policy 53.04 and Strategy for Management of Forest Fire Responses) was completed in the spring of 2011. ENR will complete an analysis of recommendations, and implement a plan for appropriate key changes and management concepts recognized through the Review process. Some changes have been implemented in the 2011 season, additional changes are in progress for the 2012 season, while other changes will require further consideration and approval looking forward.

A Review Recommendation, enhancement of public education and communications in the wildland fire function, requires staff and resources commitment to enhance communication processes with communities and stakeholders concerning past, present, and future wildland fires and values-at-risk. The recommendation will provide for a more encompassing platform for decision-making.

ENR will implement collection and recording of landscape features and values affected by wildland fire, a matter of significant concern in determination of the effect on important landscape values, especially wildlife resources. The impact of Wildland Fire on wildlife populations is a significant concern in the NWT. ENR is assessing methodologies to assess the severity of large landscape fires, to support decisions on how fire affects and fire response may support wildlife population recoveries. Assessments will provide support to response decisions during the 2012 forest fire season, assisting fire managers in determining an appropriate level of response.

FireSmart communities and landscapes are being pursued working cooperatively with communities, Municipal and Community Affairs, with the technical support and advice of Forest Management Division and Regional specialists. A funding proposal for the ongoing support of FireSmart activities in communities will be developed in 2012-2013. ENR is developing Wildland Fire Response Pre-attack Plans for community landscape areas, recognizing that effective planning and preparation will

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enable effective response to wildland fire emergencies in community areas.

ENR is conducting an Aviation Fleet Review in 2012-2013. The Review using expert advice will provide recommendations on GNWT's optimal level of an air tanker and rotary wing fleet, both in type and configuration, to meet the ongoing wildland fire management requirements in the NWT.

This is a significant decision both in terms of funding and the implications for northern content and the economy. The recommendation and analysis will provide ENR with various air tanker and helicopter options available now and forecast to be available in the near future, and the operational configurations which would provide optimum benefit to the NWT in an efficient cost scenario. The review, with information developed on the replacement options for the CL-215 fleet, will assist government as the current contracts reach their term.

### Forest Resources

Continuing in 2012-2013, forest resource assessments will be conducted and refined to support alternative energy initiatives, woody biomass components. The technical information will provide guidance on sustainable harvest levels for the specified areas. The focus areas in 2012-2013 will be the Fort Providence-Tli Cho area, and South Slave regions where there is ongoing interest in developing a biomass industry. ENR will present the information to communities inviting discussions on how this information can fit into community resource planning, and how the forest management program may assist the community in accessing the economic potential of the community's forest resource base. Efforts on completing development of woodlot options in the Yellowknife and Behchoko areas, and a riparian willow fields management plan in the Fort McPherson area will continue.

ENR will complete a Forest Renewal Strategy to guide forest renewal activities and provide linkages to emerging forestry issues, including sustainability, ecological classification, climate change, carbon budgets, wildlife habitats, and others.

A project to develop a comprehensive Forest Policy and to develop comprehensive ecosystem-focused Forest Management Legislation will be advanced during 2012-2013. This includes development of a legislative framework and policy required to enable ENR to effectively manage forest sustainability, forest impact control, forest ecology, biodiversity, and climate change.

As an interim step, ENR will pursue the introduction of the new Incidental Use of Forest licencing initiative to address the impact of large-scale industrial activities on the forest landscape and resource. In addition, a review of charges and assessments for the harvest of northern forest resources will be completed. The review, involving input from Aboriginal governments and other stakeholders will address the issue of a return to northerners for natural resource harvesting, while considering the fluctuations in market opportunities.

ENR will continue work on climate change adaptation planning, identifying ecosystem impacts, and developing indicators of climate change on forest resources as part of the territorial amalgamation of climate change issues.

ENR will advance the monitoring and reporting of insect pest activity in northern forests, especially focusing on potential landscape level infestations such as the mountain pine beetle (now being observed in northern Alberta).

ENR will be pursuing long-term leasehold arrangements for the supply of warehouse, workshop, specialty, and office space for FMD in Fort Smith.

The potential for communities and northerners to use forest biomass as a green energy source will continue to be a key focus area. ENR will develop best practice sustainable management plan formats, guidelines, and procedures for implementation of significant biomass harvesting operations. This will ensure that the harvest of forest resources for alternative energy does not have a negative impact on the ecological integrity and long-term sustainability of the northern forest resource base.

A second initiative in the woody biomass opportunity is the development of a forest management agreement (FMA) model providing tenure options which may support the business requirements of significant industry ventures. The FMA concept is being pursued with the support of Aboriginal governments as much as possible.



**Measures Reporting**

**Measure 1** – Area of the NWT having data on the current state of the forest resource

A satellite based vegetation classification assessment has now been created as the basis for defining forested lands. A new spatially explicit estimate of 75 million hectares now defines forested land as that which is terrestrial and within the climatic treeline. Approximately 30 million hectares of that is considered productive forests.

In 2010-2011, 2.8 million hectares of inventoried land in the Dehcho Administrative Region was assessed to create sustainable measures for biomass harvest. The project involved an extensive field program to develop forest growth functions, and attempted to incorporate information on impacts to caribou habitat and effects of a changing climate.

**Measure 2** – Number of community wildland fire risk mitigation plans completed

Risk mitigation planning is a relatively new activity in fire management. This enhanced approach to community protection planning focuses on methodology development and completion of a comprehensive mitigation plan.

Community wildland interface fire management plans were completed for Fort Smith, Tsiigehtchic, Kakisa, Fort Providence, Norman Wells, Enterprise, Jean Marie River and Fort Good Hope, Hay River, Hay River Reserve, Fort Resolution, Fort Simpson, Trout Lake, Wrigley, Fort Liard, Nahanni Butte and Tulita.

**Measure 3** – Sustaining fire dependent ecosystems while maintaining a social, economic and environment balance of fires on the landscape

Wildland fire is an important agent of change on the boreal landscape. Determining how many natural-caused wildland fires (lightning, or other natural causes e.g. coal seams) should be actioned versus how many should be monitored all relate to a number of dynamic factors, such as time of year, proximity to values-at-risk, available resources, and other risk variables. All person-caused wildfires are actioned because of their proximity to values-at-risk. A decision to monitor a natural-caused wildfire is just as important as a decision to action one. ENR has reduced the average number of wildland fires actioned from 70% in the past to approximately 50% of the past decade.

Ongoing wildland fires such as those located within the Caribou Range continue to be monitored for potential effects on values-at-risk. Fire action is pursued where appropriate in a manner consistent with the Forest Fire Management Policy.

224 wildland fires were reported in the 2010 fire season. 98 fires received action and 126 fires were monitored for possible effects on values-at-risk. 200 fires were lightning caused, 12 fires were person-caused; one fire originated from a coal seam, four were of unknown origin, two were attributed to industry activity, and five arose from other causes. Four large fires threatening landscape resource values and individual values-at-risk required significant attention, and were managed under policy guidelines.

## **KEY ACTIVITY 5: WILDLIFE**

### *Description*

The Wildlife Division is responsible for the stewardship of wildlife resources. Wildlife initiatives assess and monitor wildlife populations, habitat, species at risk, wildlife health, and biodiversity, as well as coordinate initiatives to address impacts on wildlife from human activity. Functions include developing legislation, strategies, management plans and programs to support the conservation and management of wildlife resources, preparing public information materials on wildlife conservation and management, biodiversity and reducing wildlife/human conflicts, undertaking compliance activities and administering the sport fishery.

Wildlife programs and services are delivered by regional and headquarters wildlife staff. Regional wildlife staff work closely with wildlife co-management boards to co-ordinate wildlife research and monitoring programs. Regional wildlife staff undertake wildlife surveys and involve communities in these activities. Regional and headquarters staff also participate in the development of management plans. Headquarters wildlife staff help co-ordinate and provide expertise to assist regional staff in wildlife research and monitoring programs. Headquarters wildlife staff liaise with national and international wildlife activities and co-ordinate NWT-wide programs, such as biodiversity monitoring, major legislative reviews (e.g. *Wildlife Act*), species at risk programs, wildlife health studies, wildlife best management practices, wildlife cumulative effects studies, wildlife databases, and wildlife study publications. All wildlife and sport fishing compliance programs are delivered by regional renewable resource officers.

### *Major Program and Service Initiatives 2012-13*

The major wildlife programs and services to be delivered by regional and headquarters wildlife staff in 2012-13 focus on four areas: providing services to the public; collecting information for management; providing information on wildlife to the public; and, taking actions to conserve wildlife and wildlife habitat, including compliance actions.

Services to the public include issuing various wildlife permits and licenses, responding to information requests for data, and addressing problem wildlife. Collecting information for management in 2012-13 includes maintaining data management systems (NWT Species Infobase and Wildlife Management Information System), conducting regional surveys to monitor the status and trend of multiple barren-ground caribou herds, Peary caribou, boreal woodland caribou, polar bears, bison, bats, moose, snowshoe hare and other small mammals, furbearers and other wildlife, releasing the report on important wildlife areas, and running the Tundra Ecosystem Research Station at Daring Lake.

In 2012-13, work will continue on the update of the ecosystem classification for the NWT. This classification system describes the landforms, soils, and vegetation in various regions of the NWT. Wildlife health information is also important for management in 2012-13. Monitoring will continue with respect to wildlife health issues that affect humans and wildlife, such as rabies, tularemia, bovine tuberculosis and brucellosis, West Nile virus, White-Nose Syndrome, avian influenza, and contaminants.

Providing information to the public includes releasing annual guides on sport fishing and hunting regulations, species at risk publications, reports on research and programs, public information provided on the website, and doing presentations on wildlife to schools and the public.

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Taking actions to conserve and manage wildlife will include developing draft guidance documents to reduce wildlife impacts from mining activities, and developing and completing management plans for barren-ground caribou, bison, moose, boreal woodland caribou, polar bears, and wolverine. Compliance actions for 2012-13 include undertaking patrols to monitor hunting, outfitting, and sport fishing activities, and running regional winter road check stations to monitor harvest.

### Stewardship – Managing Key Resources

Stewardship actions are needed to monitor the effect of recovery actions on barren-ground caribou herds, manage species at risk (Peary caribou, wood bison, boreal woodland caribou, and polar bear), and manage the cumulative effects of climate change and natural and human-caused habitat change on woodland boreal caribou and barren-ground caribou.

ENR continues to implement the Alberta Research Council recommendations under the new 2011-2015 NWT Barren-ground Caribou Management Strategy. Actions in the Wood Bison Management Strategy are now being implemented, including the development of population specific management plans. The NWT Action Plan for woodland boreal caribou, a species at risk, is being implemented.

The main activities for 2012-13 include completing a joint Wildlife Effects Monitoring Program with the Department of Transportation to assess the impacts of the Inuvik to Tuktoyaktuk Road on grizzly bears and barren-ground caribou. Workshops to determine next steps for assessing and managing cumulative effects on barren-ground caribou and boreal woodland caribou will also be held.

Stewardship actions are also needed to address key species at risk, including completion of wood bison management plans for the Mackenzie, Nahanni, and Slave River Lowlands populations, the continued implementation of the NWT Action Plan for boreal woodland caribou and potential implementation of recovery approaches identified in the federal Boreal Caribou Recovery Strategy, updating the population estimate for Peary caribou on the Queen Elizabeth Islands, continuing traditional knowledge studies on Peary caribou, Dolphin-Union caribou, and polar bears, developing a range management plan for the Southern Beaufort polar bear subpopulation with Environment Canada, preparing of a five-year polar bear monitoring plan in cooperation with the Inuvialuit and Environment Canada, and continuing the four-year process to update the population estimate for the Viscount Melville polar bear subpopulation.

As barren-ground caribou numbers are low, it is also critical to monitor the status of key wildlife species like moose.

### NWT Barren-ground Caribou Management Strategy (2011-2015)

The Harvest Management Strategy for the Porcupine caribou herd was approved by all signatories to the Porcupine Caribou Management Agreement and is now being implemented. Interim emergency measures to protect the Bathurst herd were implemented in January 2010. A revised joint management proposal was completed with Tlicho Government and was submitted to the Wek'eezhii Renewable Resources Board for caribou management actions in Wek'eezhii. Actions in this proposal are being implemented.

Key activities for 2012-13 include undertaking actions in the 2011-2015 NWT Barren-ground Caribou Management Strategy, including monitoring annual movements of multiple herds, conducting surveys to determine calf survival and fall sex ratios, and updating population estimates for the Porcupine, Tuktoyaktuk-Peninsula, Cape Bathurst, Bluenose-West, Bluenose-East, and Bathurst barren-ground caribou herds. Additional actions include developing management plans for

the Bathurst and Beverly/Ahiak herd with co-management partners, enhancing patrols, supporting traditional knowledge studies to provide information for decision-making, supporting technical capacity-building with Aboriginal governments, increasing public information and education activities, collecting harvest data, completing and implementing management plans for Cape Bathurst, Bluenose-West, and Bluenose-East caribou, and completing inter-jurisdictional agreements with Yukon and Nunavut on caribou monitoring and management actions.

*Species at Risk (NWT) Act*

The *Species at Risk (NWT) Act* came into effect in February 2010. A NWT Species at Risk Stewardship Program was developed and implemented to provide a source of funding for projects that support the long-term protection and recovery of species that are at risk or of concern in the NWT.

The key activities for 2012-13 include meetings of the Species at Risk Committee to develop their species assessment process, development of a five-year species assessment schedule, review status reports on four species (Peary caribou, the hairy northern rockcress (a plant), polar bear, and boreal woodland caribou), meetings of the Conference of Management Authorities (CMA) to review listing recommendations from the Species at Risk Committee, development of guidelines and templates for management plans and recovery strategies and coordination of actions on species at risk, and continued implementation of the NWT Species at Risk Stewardship Program.

*Wildlife Act*

The new *Wildlife Act* will reform wildlife management law by enacting legislation that is comprehensive, enforceable, and respectful of Aboriginal and treaty harvesting rights.

The activities for 2012-13 are to undertake public engagement and consultation to address outstanding issues with the Bill developed during the last government. Meetings will be held in regional centres and open houses will be held in ENR offices in communities. A stakeholder's wildlife act advisory group will be established to provide advice to the Minister on the draft *Wildlife Act*. The *Wildlife Act* Working Group will be reconvened to look at options for revision and recommendations will be sought from political leaders of Aboriginal governments and organizations with respect to how a collaborative approach to wildlife management could be reflected in legislation. Materials will be developed to help the public understand what is included in the proposed new *Wildlife Act*. A new *Wildlife Act* is expected to be introduced in the Legislative Assembly in the 2012 fall/winter session.

**Measures Reporting**

**Measure 1** – Reports on wildlife studies

The following reports were completed in 2010-11:

- Sport Fishing Regulations Guide
- Hunting Regulations Summary
- Species at Risk Booklet
- State of the Environment – Biodiversity Special Report
- 2010-2020 Wood Bison Management Strategy for the NWT
- Ecological Regions of the NWT Cordillera Ecosystem Classification Report
- 2009-10 Annual Western NWT Biophysical Report
  - Implementation Plan for the Action Plan for Boreal Caribou
  - Revised Joint Proposal on Caribou Management Actions in the Wek’eezhii
- Four ENR file and manuscript reports

**Measure 2** – Number of wildlife surveys completed

The following table describes the wildlife surveys completed by regional and headquarters staff in 2009-2011.

Survey Description	2009/10 surveys		2010/11 surveys	
	Number	Location	Number	Location
<b>Barren-ground Caribou</b>				
Calf survival for Tuktoyaktuk-Peninsula, Cape Bathurst, Bluenose-West, Bluenose-East, Bathurst and Beverly/Ahiak herd (March/April)	5	Inuvik, Sahtu, North Slave, South Slave	6	Inuvik, Sahtu, North Slave, South Slave
Conduct calving ground survey of Bathurst herd to update population estimate (June)	1	North Slave and Nunavut	0 - next survey 2012/13	
Conduct post calving photographic survey of Tuktoyaktuk Peninsula, Cape Bathurst and Bluenose-West herds to update population estimates (July)	3	Inuvik	0 - next survey 2012/13	
Conduct photographic survey of Bluenose-East herd to update population estimate (typically post-calving)	Attempted, not completed due to weather	North Slave and Nunavut	2 - both calving and post calving surveys completed to verify methods	North Slave and Nunavut
Assess summer insect abundance and effect on caribou behavior (July and August 2009)	2	Tundra north of Yellowknife, North Slave	n/a - study completed in 2009	
Determine fall sex ratios (Cape Bathurst, Bluenose - West, Bluenose-East, Bathurst and Beverly/Ahiak herds) (October)	2	North Slave, South Slave, and Nunavut	0	

Survey Description	2009/10 surveys		2010/11 surveys	
	Number	Location	Number	Location
Conduct calving ground distribution survey – Tuktoyaktuk-Peninsula, Cape Bathurst, Bluenose-West, Bluenose-East, Bathurst Beverly-Ahiak (June)	2	North Slave and Nunavut	3	North Slave, South Slave and Nunavut
<b>Dall's Sheep</b>				
Monitor Dall's Sheep productivity and recruitment	1	Mackenzie Mountains, Sahtu	1	Mackenzie Mountains, Sahtu
<b>Ecoregion Mapping</b>				
Conduct survey to ground truth soils, landform and vegetation for reclassification of five ecozones	1 (Southern Arctic)	Inuvik, Sahtu, North Slave	1 (High Arctic Islands)	Inuvik
<b>Furbearers</b>				
Conduct winter track count and monitor trapping success to monitor marten and mink abundance	1	Bliss Lake, North Slave	1	Bliss Lake, North Slave
<b>Moose</b>				
Determine number and productivity of moose (November)	2	Buffalo Lake, South Slave; Dehcho	3	Dehcho, Inuvik and Gwich'in Settlement Areas.
<b>Muskox</b>				
Determine number and productivity of muskox and assess trend in relation to previous surveys (March/April)	2	East of Lutsel'ke, North Slave Region; Sahtu	0	South Slave survey deferred to April 2011
<b>Northern Leopard Frogs, Chorus Frog, Canadian Toad, Wood Frog</b>				
Studies on densities and prevalence of diseases in amphibian populations on and near the Talston River.	1	South Slave	1	South Slave
<b>Peregrine Falcons</b>				
North American Peregrine Falcon Survey (once every 5 years)	0	North Slave	1	North Slave
<b>Small mammals (e.g., mice, voles, and lemmings)</b>				
Conduct live and snap trapping to monitor trend in populations throughout NWT (August)	14	Inuvik, Sahtu, Dehcho, North Slave, South Slave	14	Inuvik, Sahtu, Dehcho, North Slave, South Slave
<b>Snowshoe Hare</b>				

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Survey Description	2009/10 surveys		2010/11 surveys	
	Number	Location	Number	Location
Monitor trend in populations throughout NWT by conducting pellet counts (June-July)	14	Inuvik Region, Sahtu Region, Dehcho Region, North Slave Region, South Slave Region	14	Inuvik Region, Sahtu Region, Dehcho Region, North Slave Region, South Slave Region
<b>Wolf</b>				
Monitor productivity at den sites to assess population trend (May and August)	2	Tundra north of Yellowknife, North Slave	3	Tundra north of Yellowknife, North Slave
<b>Wolverine</b>				
Monitor density of wolverine at Daring Lake, North Slave	2	Tundra north of Yellowknife, North Slave	0 - next series of surveys start in April 2011	
<b>Wood Bison</b>				
Monitor movements and productivity of wood bison in Nahanni, Mackenzie and Slave River Lowlands populations (July)	3	Dehcho, North Slave, South Slave	1	North Slave and South Slave surveys cancelled due to anthrax outbreak
Monitor presence of anthrax in Mackenzie and Slave River Lowlands populations (June-August)	7	North Slave, South Slave	7	North Slave, South Slave
Bison Control Area	1	North Slave, South Slave	1	North Slave, South Slave
<b>Woodland Caribou</b>				
Monitor survival and productivity of woodland caribou (survey timing varies by region)	16	Inuvik, Sahtu, Dehcho, South Slave	16	Inuvik, Sahtu, Dehcho, South Slave

**Measure 3 – Number of samples analyzed for disease**

The following table describes wildlife health studies conducted in from 2008 to 2011:

<b>Study</b>	<b>Positives 2008-09 (samples tested)</b>	<b>Positives 2009-10 (samples tested)</b>	<b>Positives 2010-11 (samples tested)</b>
<i>Wildlife &amp; Zoonotic Diseases</i>			
Anthrax Cases (Wood bison)	0 (7 surveillance flights)	0 (7 surveillance flights)	55 (7 surveillance flights)
Anthrax Serology (past exposure – Wood bison)	n/a	n/a	80 (356)
Avian Influenza & West Nile (Birds)	0 (38 birds)	0 (50 birds)	not detected
Brucellosis & Tuberculosis in Wood Bison - Mackenzie & Nahanni herds (some tests pending)	0 (60)	0 (399)	0 (36)
Brucellosis (Caribou)	n/a	5( 227)	n/a
Caribou Health & Condition Monitoring	94 tested	300 tested	230 tested
Chronic Wasting Disease (Caribou)	0 (104)	0 (75)	0 (100)
Giardia (multiple species)	n/a	Detected (100)	n/a
Hunter Submitted Samples	Various diseases detected (200)	Various diseases detected (100)	Various diseases detected (400)
Map (Johne's disease)	n/a	n/a	n/a
Mosquito borne viruses (animal and zoonotic)	0 (12 weeks of mosquito sampling)	0 (12 weeks of mosquito sampling)	0 (12 weeks of mosquito sampling)
Rabies (canids)	4 (17)	5 (57)	5 (59)
Small mammal – zoonotic diseases	n/a	Various diseases detected (520)	Various diseases detected (520)
Toxoplasma (caribou)	n/a	5 (227)	n/a
Trichinella (Bear)	77% of wolves +ve	50% of wolves +ve	52% of wolves +ve
	n/a grizzly bears	73% grizzly bears	73% grizzly bears
	7% black bears +ve	5% black bears +ve	6% black bears +ve
	282 tested	140 tested	158 tested
<i>Contaminants</i>			
Moose	Health Advisory Issued (46)	Health Advisory Issued (46)	Health Advisory Issued (64)
Caribou	Normal Background Levels (108)	Normal Background Levels (43)	Normal Background Levels (20)



## ***c) Responding to Priorities of the 17<sup>th</sup> Assembly***

The Department is undertaking in the following activities in support of the priorities identified by the 17<sup>th</sup> Assembly:

### **Priority 1 – Building a Strong and Sustainable Future for our Territory**

#### **Description**

Strengthening our relationships with Aboriginal and other northern governments

#### **Planned Activities for 2012-13**

- Wildlife Act
  - Undertake public engagement and consultation to address outstanding issues with the Bill developed during the last government.
  - Reconvene the Wildlife Act Working Group and establish a Stakeholders Wildlife Act Advisory Group.
  - Develop public information on the proposed new Wildlife Act.
- Water Stewardship Strategy
  - Public and Aboriginal engagement on transboundary matters
  - Negotiation towards a transboundary water management agreement
  - Continue to develop and implement research partnerships
  - Ensure aquatic ecosystem health indicators selected will be relevant from traditional/local knowledge and western science perspectives.
  - Work with communities and other GNWT departments on source water protection initiatives.
- Support for Wildlife Co-management Regimes
- Traditional Knowledge Implementation Plan
  - Develop and implement protocols with regional Aboriginal governments and agencies to access and share Traditional Knowledge.
- Develop an ENR Consultation Framework based on the GNWT's Approach to Consultation with Aboriginal Governments and Organizations.
- Land Use Framework (Executive Lead) and associated Land Use Plans
  - Provide comments on the Final Draft of the Revised Gwich'in Land Use Plan (GLUP).
  - Continue to work with the Dehcho Land Use Planning Committee through the GNWT member to advance an Interim Dehcho Land Use Plan.
- Active Community Presence:
  - Traditional economy support and program delivery
  - Waste reduction and recovery program delivery
  - Wildland fire crew contracts

**Description**

Negotiating and implementing a devolution final agreement.

**Planned Activities for 2012-13**

- Waste Management
  - Review inventories of federal contaminated sites on Crown lands, excluding oil and gas sites
- Land and Resource Management
  - Development of Land Use Framework Decision Support Tools
  - NWT Discovery Portal
  - Pursue partnerships with other information producers to support further integration, collaboration and sharing
- Water Management Regimes
  - Transboundary water agreements
- Regimes envisioned under the proposed new Wildlife Act
  - Stakeholder's Wildlife Act Advisory Group and Wildlife Act Working Group
  - Continued collaboration with Renewable Resource Boards, wildlife co-management boards (i.e. Porcupine Caribou Management Board) and other jurisdictions

**Description**

Working with our partners to ensure responsible stewardship through our land and resource management regime

**Planned Activities for 2012-13**

- Wildlife Act (see above list)
- Water Stewardship Strategy (see above list)
- Transboundary Waters
  - Begin transboundary negotiations with Alberta in the spring of 2012 through interests and options sharing phases.
- Forest Fire Management Program Review
  - Develop a Forest Fire Management Action Plan based on recommendations from the program review.
  - Enhance public education and communication in wildland fires and values-at-risk.
  - Develop Wildland Fire Response Pre-attack Plans for community landscape areas.
- Protected Areas - Critical Wildlife Areas (CWA)
  - Develop criteria for the establishment of CWAs.

## *Environment and Natural Resources*

- Caribou Management Strategy
  - Undertake actions in the 2011-2015 NWT Barren-ground Caribou Management Strategy.
  - Developing management plans for the Bathurst and Beverly/Ahiak herd with co-management partners.
  - Support traditional knowledge studies to provide information for decision-making.
  - Support technical capacity-building with Aboriginal governments.
  - Complete and implement management plans for Cape Bathurst, Bluenose West, and Bluenose East caribou.
  - Implement the harvest management plan for the Porcupine Caribou Herd.
  - Complete inter-jurisdictional agreements with Yukon and Nunavut on caribou monitoring and management actions.
- Wood Bison Management Strategy
  - Complete wood bison management plans for the Mackenzie, Nahanni, and Slave River Lowlands populations.
- Forest Resources Assessments
  - Conduct forest resource assessments to support alternative energy initiatives.
  - Continue efforts on completing development of woodlot options in Yellowknife and Behchoko areas.
  - Complete a Forest Renewal Strategy to ensure sustainable use of forest resources.
  - Develop a policy on Forest Management Agreements.
- Land Use Decision Support tools
  - Pursue partnerships with other information producers to support further integration, collaboration and sharing.
- Traditional Knowledge Implementation Plan (see above)
- Greenhouse Gas Strategy Implementation
  - Provide advice and support to implement actions identified in the Strategy.
  - Track and report GNWT GHG emissions.
- Energy Efficiency and Conservation
  - Promote actions that reduce the use of imported fossil fuels.
  - Public awareness and education.
- Alternative Energy Programs (Geothermal, biomass, solar, wind)
  - Continue to fund solar photovoltaic power installations in communities.
  - Participate with power utilities to implement the NWT Net Billing Pilot Project.
  - Prepare a Solar Energy Strategy.
  - Develop best practice sustainable management plan formats, guidelines, and procedures for implementation of significant biomass harvesting operations.
- Waste site remediation (Giant)
  - Continue to provide technical support to the Giant Mine Project Team as required.
- Waste Reduction and Recovery
  - Design and implement an electronic waste recycling program.
- Science Agenda Implementation
  - Develop and publish best practices and standards for community consultation on science projects.
  - Expand research partnerships, improving information sharing protocols, building GNWT science capacity and evaluating the research licensing and permitting processes across the NWT.
  - Work with NWT community groups, Aboriginal Governments and organizations, environmental non-government organizations, and federal agencies to develop a comprehensive NWT Science Agenda.
- Ongoing enforcement of Environmental Protection Legislation (Statutory obligation)

**Priority 3 – Strengthen and Diversify our Economy**

**Description**

Making strategic infrastructure investments such as: The Inuvik-Tuktoyaktuk Highway

**Planned Activities for 2012-13**

- Coordinate and participate in environmental assessment and regulatory process.
- Complete a joint Wildlife Effects Monitoring Program with the Department of Transportation that will assess the impacts of the Inuvik to Tuktoyaktuk Road on grizzly bears and barren-ground caribou.

**Description**

Making strategic infrastructure investments such as: Mackenzie Valley Fiberoptic Link

**Planned Activities for 2012-13**

- Coordinate and participate in environmental assessment and regulatory process.
- Wildlife Monitoring mitigation and adaptive management required.

**Description**

Making strategic infrastructure investments such as: Hydro Initiatives

**Planned Activities for 2012-13**

- Coordinate and participate in environmental assessment and regulatory process.
- Water Stewardship Strategy (see above)
- Biomass Strategy
  - Work with communities to identify projects, develop project proposals, and initiate projects that address actions in the Strategy.
  - Promote and support community biomass initiatives.
- Alternative Energy (Solar, Wind, Geothermal) - (see above)

**Description**

Supporting the Mackenzie Gas Pipeline project

**Planned Activities for 2012-13**

- Permits and regional capacity
- Biomass Strategy (see above)
- Land Use Decision Support Tools

## *Environment and Natural Resources*

### **Description**

Developing a socially responsible and environmentally sustainable economic development and mining strategy

### **Planned Activities for 2012-13**

- Work collaboratively with ITI and social envelope departments
- Environmental Protection Guidelines
- Abandonment and restoration planning
- Critical review of best practices brought forward by Industry

### **Description**

Supporting the traditional economy

### **Planned Activities for 2012-13**

- Administer fur program on behalf of ITI.
- Traditional Knowledge Implementation Plan
- Caribou Management Strategy Implementation
- Wildland Fire Program Review
- Wildlife Act
- Water Stewardship Strategy
- Support for Wildlife Co-Management Regimes

### **Description**

Improving our regulatory processes

### **Planned Activities for 2012-13**

- Northern Regulatory Improvement Process (Executive Lead)
- Engagement in MVRMA Review Process
- Coordination of GNWT involvement in the Environmental Assessment process

**Priority 4 – Address Housing Needs**

**Description**

Putting higher density housing units in small communities

**Planned Activities for 2012-13**

- Energy Efficiency and Conservation
- Alternative Energy Programs (Geothermal, biomass, solar, wind)
  - Continue to fund solar photovoltaic power installations in communities.
  - Participate with power utilities to implement the NWT Net Billing Pilot Project.
  - Prepare a Solar Energy Strategy.

## **d) Infrastructure Investments**

### **Planned Activities – 2012-13**

There are eight small capital projects planned for 2012-13. They include:

#### **New office/warehouse in Tsiigehtchic**

- The new facilities will house the Renewable Resource Officer including office and warehouse facilities, Field Operations including conservation education and compliance, and Forest Management including Forest Fire Management and warehousing.

#### **Wildlife Management Information System (WMIS)**

- WMIS is a highly valued secure data store. During 2010/11 an assessment revealed that WMIS is not achieving its intended objectives, or meeting the business requirements as identified by stakeholders. Custom development is required to provide supportable, integrated and flexible system to store, document, extend and access data necessary to make and substantiate wildlife management decisions.

#### **Annual replacement of one lightning sensor in the GNWT-ENR Lightning Location System**

- ENR maintains a network of nine lightning sensors located across the NWT. The Lightning Location System provides real-time information on lightning in the NWT and is a key part of ENR's ability to respond to wildfire events. No other system is available to northern forest managers to provide this information. Regular replacement of sensors is required to maintain the current capacity of the GNWT Lightning Location System.

#### **Continuing upgrades to the Fire Radio Communications Network**

- There is a need to maintain the current capacity of the GNWT/ENR radio communications network. While the technology and systems are reasonably secure, as with any technology, system failures demand replacement equipment and backup systems, and as technologies stagnate, new equipment is required to maintain the effectiveness of the system. Radio communications technology has a lifespan of approximately ten to fifteen years. To ensure this capacity, regular replacement of network modules is warranted.

#### **Patrol boat in Inuvik**

- This replaces the regional patrol boat that was lost in a fire.

#### **Upgrades to the Yellowknife Regional Office**

- The North Slave Regional Office is in need of an upgrade. The building, although maintained, has not kept up with current standards. Work is required to bring the building up to current codes and standards, and good building practices. Siding, lights, insulation and windows would be addressed in the upgrade.

#### **Mobile equipment storage facility in Norman Wells**

- An equipment storage facility is required to store ENRs mobile equipment as current conditions do not provide total protection from the elements.

#### **Upgrades to the Fort Simpson regional warehouse**

- The Fort Simpson regional warehouse was constructed in the 1970s and is in need of upgrades. The upgrades address safety standards, protect departmental assets and promote energy conservation.

## e) Legislative Initiatives

### Planned Activities – 2012-13

#### **Wildlife Act**

A new *Wildlife Act* will reform wildlife management law by enacting legislation that is comprehensive, enforceable, and respectful of Aboriginal and treaty harvesting rights. A proposed *Wildlife Act* was introduced in the Legislative Assembly in the fall of 2010 and successfully passed first and second reading. As a result of issues raised during the Standing Committee consultations the GNWT decided not to proceed with third reading of the Bill.

During 2012-13 ENR will undertake public engagement and consultation to address outstanding issues with the *Wildlife Act*. Meetings will be held in regional centres and open houses will be held in ENR offices in communities. A stakeholder's advisory group will be established to provide advice to the Minister on the draft *Wildlife Act*. The *Wildlife Act* Working Group that developed the draft *Wildlife Act* will be reconvened to look at options for revision and recommendations will be sought from political leaders of Aboriginal governments and organizations with respect to how a collaborative approach to wildlife management could be reflected in legislation. Materials will be developed to help the public understand what is included in the proposed new *Wildlife Act*. The new *Wildlife Act* is expected to be introduced in the Legislative Assembly during the 2012 fall/winter session.

#### **Forest Management Act**

The existing *Forest Protection Act* and *Forest Management Act* do not provide the tools necessary to manage forest resources consistent with federal commitments to sustainable forestry, the NWT Sustainable Development Policy and forest management principles in use today.

ENR will develop policy discussion papers and templates and continue research and accumulation of technical information in Forest Policy and Forest Management to inform future legislation and policy development.

ENR will continue work on the development of Forest Management Agreements appropriate to northern concepts of environmental management, sustainable forest resources management.

ENR is proposing new concepts and plans for 2012/13 on the following regulations: Incidental Use of Forest Licence; Forestry Fund; Import Permit; and, Increase of Licence Fees for inflation. These regulations have not had substantial review since coming into force in 1990.



## f) Human Resources

### Overall Human Resource Statistics

#### Employees

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	272		267		251		254		254	
<b>Indigenous Employees</b>	172	64%	171	64%	165	66%	168	65%	172	67%
Aboriginal	132	49%	130	49%	122	49%	129	51%	133	52%
Non-Aboriginal	40	15%	41	15%	43	17%	39	15%	39	15%
<b>Non-Indigenous Employees</b>	100	37%	96	36%	86	34%	86	34%	82	32%

Note: Information as of December 31.

#### Senior Management

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	14		14		14		12		11	
<b>Indigenous Employees</b>	11	79%	11	79%	11	79%	8	66%	5	45%
Aboriginal	5	36%	5	36%	5	36%	4	33%	3	27%
Non-Aboriginal	7	43%	6	43%	6	43%	4	33%	2	18%
<b>Non-Indigenous Employees</b>	2	21%	3	21%	3	21%	4	33%	6	55%
<b>Male</b>	12	79%	11	79%	12	86%	9	75%	8	73%
<b>Female</b>	2	21%	3	21%	2	14%	3	25%	3	27%

Note: Information as of December 31

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	123		129		124		121		138	
<b>Male</b>	108	88%	109	84%	106	85%	103	85%	119	86%
<b>Female</b>	15	12%	20	16%	18	15%	18	15%	19	14%

Note: Information as of December 31

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	1	0.4%	1	0.4%	1	0.4%	1	0.4%	1	0.4%

Note: Information as of December 31

**Position Reconciliation**

This information differs from the employee information on the preceding page; Human Resource information reflects actual employees as of December 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

**Active Positions**

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Main Estimates</b>
Total	303	-	303
Indeterminate full-time	195	-	195
Indeterminate part-time	9	-	9
Seasonal	99	-	99

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
Assoc Director, Strat Initiatives	Yellowknife	HQ	Deleted	Reduction
Research Analyst	Yellowknife	HQ	Deleted	Reduction
Data Analyst	Yellowknife	HQ	Deleted	Sunset
Environmental Impact Analyst	Fort Smith	SS	Deleted	Reduction
Advisor, Water Stewardship	Yellowknife	HQ	Added	Internal Reallocation
Transboundary Support, Land & Water	Yellowknife	HQ	Added	Strategic Initiative
Public Education Specialist (F/T)	Yellowknife	HQ	Added	Internal Reallocation
Public Education Specialist	Yellowknife	HQ	Change	F/T to P/T
Policy Analyst	Yellowknife	HQ	Added	Internal Reallocation
PAS Coordinator	Yellowknife	HQ	Change	P/T to F/T

**Other Positions**

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Main Estimates</b>
Total	-	-	-
Indeterminate full-time	-	-	-
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year: None

**Other Human Resource Information**

The Department of Human Resources has launched a long-term human resources strategy for the public service titled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011. The information is current as of December 31, 2011.

<b>Summer Students</b>				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
37	37	21	16	0

Note: Information as of August 17

<b>Interns</b>				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
1	1	1	0	0

Note: Information as of December 31

<b>Transfer Assignments (In)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
10	8	4	4	2

Note: Information as of December 31

<b>Transfer Assignments (Out)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
5	4	2	2	1

Note: Information as of December 31

**Activities Associated with Staff Training & Development**

In 2011, ENR sponsored a total of 12 employees in the Leadership Development Program: six employees in the Emerging Managers program, three in the Middle Managers program and three in the Executive Managers program.

Forty six officers completed mandatory training in firearm re-qualifications, defensive tactics re-qualifications, workplace simulation standards and judicial process and court procedures.

## g) Information Systems and Management

### Overview

The Informatics Division provides information management and information services to the Departments of ENR and ITI, under an interdepartmental agreement. Services include Records and Library Services, Geomatics and Geographic Information Systems (GIS) and analysis, Information Systems development, implementation and operations, Internet and Intranet Development and support, and strategic advice and guidance on the use of information and technology in support of programs and services. This approach allows for increased synergies between Departmental systems and encourages a strong desire to share and collaborate on technology initiatives.

The following table lists the major information systems and applications that support ENR activities.

System Name	System Description
Action Request Tracking System (ARTS)	Multi-departmental system to track mail, reports data, provides action item reminders, sends notifications, allows for document scanning and linking to requests, as well as Bring Forward (BF) date maintenance.
Air Quality Monitoring System	Tracks and reports on measured air quality from monitoring stations across the NWT and provides quantitative results for reporting purposes.
Compliance Management Information System	Used to track and monitor progress on all occurrences, bear reports, officer patrols and other enforcement related activities of both Parks and Wildlife Officers.
EMBER	Wildfire financial and logistical support system to manage and track departmental activities related to wildfires.
Environmental Assessment Tracking System (EATS)	Environmental Assessment Tracking System — new multi-departmental system to support GNWT activities in environmental assessments and related activities.
Fur harvest database	This database tracks the results of annual fur harvests. ENR officers enter fur received from trappers into the system and issue Promissory Notes for payment.
Licensing Information System (LISIN)	The licensing system is used for issuing and tracking ENR and ITI licences and permits.
Prophix	Finance budget software.
Spills Database	System for tracking and reporting of hazardous waste spills in the NWT.
Submission Tracking System (STS)	An internal STS that captures all required data pertaining to Cabinet and FMB meetings, items, decisions and facilitates in the monitoring of the these items.
Wildlife Management Information System (WMIS)	A web and GIS based system to store, analyze and distribute information and data related to wildlife studies.
NWTCG Website	The new NWTCG website allows ENR and ITI as well as outside users to post maps, access and share spatial data.

*Environment and Natural Resources*

<b>System Name</b>	<b>System Description</b>
Spatial Data Viewer (SDV)	The SDV provides a means of mapping geospatial information, satellite imagery and aerial photography using a web browser; allowing access to the GNWT's Spatial Data Warehouse without specialized software.
Spatial Data Warehouse (SDW)	The SDW is becoming the authoritative source for spatial data for GNWT GIS users.
Web Mapping Architecture	The infrastructure used by the SDW and SDV allows for the creation of custom web mapping applications.
NWT Discovery Portal	The portal is a search and share tool that allows users to both access data and reports as well as contribute by uploading research and monitoring information. Updates in progress include accessing the Mackenzie Valley Land and Water Board database of projects and reports.
Spatial Precipitation and Risk Calculation System (SPARCS)	An integrated decision support tool that manages and tracks weather, satellite fire detections, electronic duty logs / rosters, lightning, values at risk, and dynamic maps used to assist with tactical and strategic fire management.

**Planned Activities - 2012-13**

In 2012-13 the Informatics division will undertake major project work for ENR as listed below.

<b>System Name</b>	<b>System Description</b>
Compliance Management Information System (CMIS)	Implementation of a Compliance Management Information System to track and manage law enforcement and compliance activities as they relate to ENR and ITI enforcement activities. System to be deployed mid 2012.
Electronic Records Management Services (ERMS)	ENR and ITI are scheduled to deploy electronic records management services. This will support improved records management practices and allow for improved efficiency in handling electronic information.
Ember	Post fire assessment (2011) of EMBER has identified a few issues. These are being dealt with through the pre-fire enhancement cycle (2012). The Ember team will assess Ember in October 2012 to identify other areas to be improved.
Fur Harvest Database	The system will be redeveloped to enhance system functionality and update the underlying technology. The project will also address issues in the current application such as ease of use, scalability, and high maintenance and support requirements.
LISIN	Review the current system and assess the implementation of online applications.
Land Use Framework Decision Support Tools	2012-13 system enhancements will include development of line-of-business applications for the analysis and presentation of information. It will also include pursuing partnerships with other information producers — such as the Land and Water Boards, federal government departments and Aboriginal governments — to support further integration, collaboration and sharing.

<b>System Name</b>	<b>System Description</b>
SharePoint 2012	The TSC is rolling out SharePoint 2010. All departments will be responsible for migrating to the new environment. Informatics will need to migrate from SharePoint 2003 to 2010 in the timeframe provided by the TSC.
WMIS	Redevelopment of the Wildlife Management Information WMIS. WMIS is a highly valued in the department as a secure data store has not yet reached the original objectives of supplying management with information to support decision making.
Windows 7, Internet Explorer 8 and Microsoft Office 2010	The TSC is rolling out these new versions of Microsoft products. Work is underway planning the successful deployment to clients.
Spatial Data Viewer (SDV)	Additional data layers will be made available, such as power transmission lines and tourism operator licenses. In addition, a number of training videos are being developed to allow more users to effectively use the SDV.
Web Mapping Architecture	The division will be working with client departments to produce new web based mapping products and applications such as the PNWER Arctic Caucus Web Map.
SPARCS	Development of public access system module - for public information and communications. Enhanced development of values-at-risk module to allow landscape values displays and system performance. Completion of code security measures to ensure system security and integrity during catastrophic system challenges.

**EXECUTIVE**





# **1. OVERVIEW**

## **MISSION**

The mission of the Department of Executive is to provide overall management and direction to the Executive branch of Government. The key areas in which the Department is responsible for achieving results are:

- Coordinating and supporting the planning, implementation, monitoring and evaluation of initiatives and actions in support of cross-government goals.
- Providing policy, strategic, legislative and communications advice to support Cabinet and Ministers;
- Negotiating and coordinating the transfer of provincial-type powers and responsibilities with respect to public lands and resources; and
- Supporting effective corporate communications, and dissemination of appropriate economic, social and demographic statistics, to government employees, the public and other governments.

## **GOALS**

The Department of Executive shall ensure effective:

1. Support for informed decision-making in planning, development and implementation of policies and programming;
2. Conclusion of devolution and resource revenue sharing agreements;
3. Coordination of Government operations, both between departments and between headquarters and the regions; and
4. Coordination and collaboration to address the priorities of Cabinet and the Legislative Assembly.

## **KEY ACTIVITIES**

- Directorate
- Ministers' Offices
- Executive Operations
- Cabinet Support

## **2. EMERGING ISSUES**

### ***Competing Interests***

Governments in the Northwest Territories are closely connected and rapidly evolving. The continued implementation of the Aboriginal inherent right presents the GNWT with unprecedented intergovernmental challenges, especially in the area of concurrent jurisdictions and serving a common citizenry. The Department of Executive, including its regional offices, play an important role, with other GNWT partners, in maintaining the relationship between the GNWT and Aboriginal governments and organizations.

At the same time, the federal government continues to implement focused expenditure reductions and it is expected that there will be significant budget, program and staff reductions in the federal public service. This will impact on the delivery of programs and services in the Northwest Territories and may result in added pressure and expectation on the GNWT to address shortfalls. Reduced federal capacity may also affect key projects such as devolution.

### ***Devolution***

Fully engaging the federal government in devolution negotiations and implementation discussions continues to be a key priority. Financial constraints and uncertainty within the federal system have appeared to prevent Canada from dedicating staff resources necessary to move the devolution project quickly. The Legislative Assembly has made a political commitment to move forward on finalizing devolution. Federal engagement in both negotiations and implementation will continue.

Implementation planning continues, both in support of negotiations and in view of the requirements post final agreement to put the negotiated agreement into effect. Activities to be undertaken related to implementation are laid out in Appendix 3 to Chapter 11 of the Agreement-in-Principle, although not every required activity is identified. Activities fall into three major areas:

1. Support required for negotiations, including elements to be included in the final agreement (for example Waste Sites inventory and planning)
2. Assessments of buildings, IT and records systems in preparation for transfer
3. Human resources related activities

Efforts to engage with Aboriginal governments on the subject of devolution continue. Aboriginal governments continue to oppose the Agreement-in-Principle, arguing that the negotiation process has failed to adequately involve them, or that devolution somehow interferes with their rights. Both of these concerns can be answered, however, it must be recognized that devolution will continue to be a politically charged topic.

### ***Supporting the Priorities of the 17th Assembly***

The 17<sup>th</sup> Legislative Assembly was elected in October 2011. The new government has articulated a set of key priorities. Work towards addressing the priorities will need to be balanced against current

fiscal pressures. The Department of Executive must re-align the focus of the core committees and business to support the government's vision, goals and priorities.

Improving coordination within the GNWT is a key element to the GNWT's success in achieving the vision and goals outlined. The Department of Executive must take a lead role in coordinating across departments and in reporting results on implementation of the business plans and on the overall progress towards the goals of the government.

### ***Accountability and Transparency***

The public as well as decision makers in government want to know that government programs and services are provided efficiently and effectively. Especially in times of limited resources, there is an increasing need for both the government and the Assembly to have access to good information about what things cost, and what results are obtained.

The Department of Executive will continue to undertake activities that support and strengthen planning, monitoring, and evaluating GNWT programs and services by:

- Ensuring mechanisms are in place for informed decision making;
- Enhancing the availability of the information needed for planning, monitoring, and evaluating programs and policies; and
- Undertaking targeted reviews of programs and services to ensure their effectiveness

The Department of the Executive recognizes the importance of being transparent and accountable. As such, all mandate letters for the Ministers as well as for the Premier's portfolios of the Department of the Executive and Aboriginal Affairs and Intergovernmental Relations will be published and posted to allow the people of the Northwest Territories to hold better the Government of the Northwest Territories accountable.

### ***Communications***

Providing clear, timely and accurate information about government decisions, policies and activities is critical to the GNWT's ability to be transparent and accountable to its stakeholders and the general public. Government communications must provide the people of the NWT with sufficient information to know what their government is doing on their behalf, as well as to understand the factors, challenges and considerations that have influenced government decisions and activities. The Department of Executive has become more proactive to ensure a strategic, coordinated and consistent communications approach across government to support broad understanding of the GNWT's priorities, decisions and activities. Work will continue to build on the recent improvements.

### 3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the department's operations expenses and revenues.
- b) **Key Activities** describes the department's major programs and services, including strategic activities, as well as results to date and measures.
- c) **Responding to Priorities** describes current major activities the department is undertaking in supporting the priorities identified by the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the department's planned infrastructure investments for 2012-13.
- e) **Legislative Initiatives** provides a summary of the department's legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2012-13.

#### a) Fiscal Position and Budget

#### DEPARTMENTAL SUMMARY

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OPERATIONS EXPENSE</b>				
Directorate	9,980	6,062	1,329	1,418
Ministers' Office	2,970	2,970	2,970	2,702
Executive Operations	6,756	6,661	6,550	6,291
Cabinet Support	3,156	3,439	3,156	3,035
<b>TOTAL OPERATIONS EXPENSE</b>	<b>22,862</b>	<b>19,132</b>	<b>14,005</b>	<b>13,446</b>
<b>REVENUES</b>	<b>2,192</b>	<b>2,490</b>	<b>319</b>	<b>319</b>

## OPERATION EXPENSE SUMMARY

	Proposed Adjustments					Proposed Budget 2012-13 (\$000)
	Main Estimates 2011-12 (\$000)	Forced Growth (\$000)	Initiatives (\$000)	Sunsets and Other Adjustments (\$000)	Internal Reallocations (\$000)	
<b>Directorate</b>						
Office of the Sec. to Cabine	869				(130)	739
Devolution - Negotiations	460			2,710		3,170
Devolution - Implementation				6,071		6,071
<b>Total Activity</b>	<b>1,329</b>	<b>0</b>	<b>0</b>	<b>8,781</b>	<b>(130)</b>	<b>9,980</b>
<b>Ministers Offices</b>						
Premier's Office	1,364					1,364
Ministers' Offices	1,606					1,606
<b>Total Activity</b>	<b>2,970</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>2,970</b>
<b>Executive Operations</b>						
Strategic Planning	2,208				(220)	1,988
Corporate Services	899	150		106	95	1,250
Bureau Of Statistics	1,054			(185)		869
Program Review	865				(145)	720
Regional Operations	1,524	5			400	1,929
<b>Total Activity</b>	<b>6,550</b>	<b>155</b>	<b>0</b>	<b>(79)</b>	<b>130</b>	<b>6,756</b>
<b>Cabinet Support</b>						
Cabinet Secretariat	939					939
Communications	704					704
Protocol	0				(150)	(150)
Legislation & House Planni	335				150	485
Women's Advisory	993					993
Commissioner's Office	185					185
<b>Total Activity</b>	<b>3,156</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,156</b>
<b>TOTAL DEPARTMENT</b>	<b>14,005</b>	<b>155</b>	<b>0</b>	<b>8,702</b>	<b>-</b>	<b>22,862</b>

## REVENUE SUMMARY

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>GRANTS IN KIND</b>				
Federal Govt Contribution to Support Devolution	2,000	2,171		
Tapwe Building	42	169	169	169
Band Council Subsidized Leases	150	150	150	150
<b>TOTAL</b>	<b>2,192</b>	<b>2,490</b>	<b>319</b>	<b>319</b>
<b>REVENUES</b>	<b>2,192</b>	<b>2,490</b>	<b>319</b>	<b>319</b>

## ***b) Key Activities***

### **KEY ACTIVITY 1: DIRECTORATE**

#### **Description**

The **Office of the Secretary to Cabinet** is responsible for leading the senior management of the territorial public service, managing the executive functions of the bureaucracy, supporting Executive Council decision-making, and coordinating the development and implementation of government-wide direction. The Office is also responsible for the management of the Department of Executive and the planning and administration of functions necessary to further the Department's mandate. The Secretary to Cabinet is accountable to the Premier for the proper conduct of business of the Department.

The **Office of Devolution** consists of two branches – Negotiations and Implementation Planning. The Negotiations Branch manages the GNWT participation in and represents the GNWT interest in the negotiations of Devolution-related agreements. The newly established Implementation Planning Branch supports the Negotiations Branch, while also leading the work required to implement the final Devolution Agreement.

#### **Major Program and Service Initiatives 2012-13**

##### ***Secretary to Cabinet***

The Office of the Secretary to Cabinet will continue to focus on its core functions. Specific areas of focus will include the continued support for Executive Council, managing the executive functions of the public service, implementing the newly established Committees of Cabinet, and supporting the Senior Management Committee of Deputy Ministers in advancing GNWT priorities.

##### ***Devolution***

A key milestone in the devolution initiative will be the completion of a final Devolution Agreement expected in 2012. The Office of Devolution will continue to focus on completing the negotiation of the final Devolution Agreement and related agreements and preparing for the implementation of the final Devolution Agreement. Activities for the Office of Devolution will be driven by the pace of negotiations and the willingness of Canada to actively engage in implementation planning work.

Once a Devolution Agreement is reached, additional implementation activities will be undertaken to ensure as smooth a transition as possible. Successful implementation of the final Devolution Agreement will depend on careful planning and preparation. An implementation work plan setting out agreed upon implementation tasks among the parties will be appended to the final Devolution Agreement.

The Devolution Operation Structure has been set up and staffed for both negotiations and implementation planning work. Led by the Deputy Ministers' Devolution Steering Committee, five GNWT Committees have been established to undertake negotiations and implementation work, as these two often overlap at this stage in the process. In addition, there are five inter-governmental working groups that have been established to progress work with Canada and Aboriginal parties on issues such as Waste Sites, Communications and Human Resources.

## *Executive*

An initial Implementation team has been assembled to undertake the work required and additional staff will be added in specific areas to support required work. Staff are expected to be hired in IT and records management in 2012-2013 to undertake this work, with more staff coming on board as required for individual projects. The Deputy Ministers' Devolution Steering Committee has opted to take an incremental approach to projects, funding and positions – funding is not committed until preliminary work is sufficiently advanced to allow the required project to be appropriately scoped.

Until a Devolution Agreement is reached, the Implementation team will continue to work on the priorities in Appendix 3 to Chapter 11 (support required for negotiations, assessments of buildings, IT and records systems in preparation for transfer and human resources related activities) and engage in planning with the other parties to the agreement on implementation work to get undertaken once a Devolution Agreement is completed.

The Office of Devolution is also working closely with the Government of Yukon that devolved similar functions previously.

The devolution project will also be supported by a communications strategy, designed to build understanding of, and support for, devolution. Communication activities in 2012-13 will focus on Regional Management Committees, GNWT staff and affected AANDC staff.

## *Measures Reporting*

The Northwest Territories Lands and Resources Devolution Agreement-in-Principle was signed in January of 2011.



## **KEY ACTIVITY 2: MINISTERS' OFFICES**

### **Description**

**The Premier's Office** The Premier's Office supports the Premier with the management of the executive functions of government and takes a lead in coordinating the government's activities related to the political development of the Northwest Territories.

**The Ministers' Offices** provide support for the Ministers, their offices and support staff. This includes salaries and operational expenses for the Ministers and their staff.

### **Major Program and Service Initiatives 2012-13**

The Premier's and Ministers' Offices will continue to provide overall support to ensure the effective and efficient operations of their offices.

### **Measures Reporting**

Measures are not provided for the Ministers' Offices. Activities are reflected in the measures for their respective departments.

## **KEY ACTIVITY 3: EXECUTIVE OPERATIONS**

### *Description*

**Strategic Planning** leads government-wide strategic planning activities; coordinates the business planning process; provides strategic advice and support for cross-government planning activities; supports Deputy Minister Coordinating committees; and is responsible for measuring and reporting on government progress towards overall goals and priorities.

**Corporate Services** provides financial, human resources, records management and information system and technology support to the Executive Offices, Commissioner's Office, and the Women's Advisory Program.

The **Bureau of Statistics** ensures, as the central statistics agency, that government has appropriate statistical information and provides statistical advice, analysis and assistance to departments, regional offices and central agencies.

The **Program Review Office** coordinates reviews of specific program and services to clarify and confirm mandates, determine program effectiveness and recommend actions such as elimination, reduction or service improvements.

**Regional Operations** are responsible for implementing Cabinet priorities and direction, coordinating GNWT program and service responsibilities in the regions, as well as transition planning at the regional level in preparation for the implementation of final self-government agreements. Regional Operations are responsible for the overall management of the Single Window Service Centres.

### *Major Program and Service Initiatives 2012-13*

#### ***Strategic Planning***

During 2012-13, Strategic Planning will continue to support cross-government planning and implementation of the government's priorities, and lead the GNWT business planning process and reporting on results and progress. Support will continue for Committees of Cabinet and Deputy Ministers committees. Specifically, Strategic Planning will support and undertake activities to achieve results of the Managing this Land, Social Envelope, Refocusing Government and Economic and Employment Development Deputy Minister and Cabinet Committees.

Other key projects in 2012-13 include:

- Finalizing the NWT Land Use and Sustainability Framework which will include an overview of territorial interests in land; an overall vision for public lands in the Northwest Territories; and a series of actions that the GNWT will pursue to strengthen our role in land management within the NWT to advance the overall interests.
- Coordinating the GNWT's role in Canada's Northern Regulatory Improvement Initiative including amendments to the *Mackenzie Valley Resource Management Act* and establishment of Surface Rights Board legislation.
- Building on research and engagement that took place over the past two years, work with other GNWT Departments and various organizations such as Aboriginal governments and non-governmental organizations to develop a plan to reduce poverty in the NWT.
- Updating the NGO Stabilization Fund policy, developing guidelines for applicants and improving efficiency in administering grants to NGO's.

***Corporate Services Projects***

Corporate Services will continue to provide financial advice and analysis and act as the primary liaison on human resources and technology services within the Department. Key projects for 2012-13 include implementing a new variance accounting system, coordinating a department-wide electronic records management system, and improving the Department's coordination and support of GNWT committees and activities through the use of technology, including website development and Share Point sites.

***Bureau of Statistics Projects***

The Bureau of Statistics will be completing a number of activities to improve dissemination and analytical activities, while continuing to support a number of key initiatives. In 2012-13, information from the 2011 Census will be released on such topics as families, households, housing characteristics and language. Work will be completed on community price surveys to help monitor impacts of proposed changes in electricity rates. The Bureau of Statistics will also continue working with other departments to develop additional data sources. In 2012-13 the Bureau of Statistics will also update the territorial economic impact model, input-output model, and population projections and estimates to reflect recent changes in base information produced by Statistics Canada. The Bureau of Statistics will also undertake statistical surveys in support of other key activities. The Bureau will be doing an internal review of its computer systems and operating environment to ensure they maximize safety and security of their data.

***Program Review***

The Program Review Office was established in 2008-09 with the objective to undertake systematic reviews of GNWT program reviews on an on-going basis. The Program Review Office has completed a number of reviews since establishment. Project reports are being reviewed with a view to moving forward to implement relevant recommendations as appropriate. The office also supports evaluation activities of GNWT departments through the provision of training and advice. Further targeted reviews will be undertaken by the Program Review Office as directed by the Refocusing Government Committee. A multi-year evaluation and review work plan will be developed.

***Regional Operations***

Regional Directors will continue to coordinate Regional Management Committee (RMC) meetings in each region to improve communications and interdepartmental collaboration; to address common issues among departments; and work to coordinate efforts to resolve regional issues.

In 2012-13 a review of the Single Window Service Centers was undertaken. Overall, the review identified the importance and success of this program and recommended additional tracking of where help is being provided by the Government Service Officers; especially where it is related to federal programs. Implementation of other recommendations will continue including redesign of the Share Point site and expanding the Government Service Officer positions in four additional communities. The Department will continue to look for creative ways to increase the number of Government Service Officers as well in the future.

Key projects that will require coordination by Regional Operations in 2012-13 include the Mackenzie Valley Fiberoptic Link, Inuvik Gas Project, Review of Offshore Drilling, Inuvik-Tuktoyaktuk highways, Norman Wells Gas conversion, resource development, economic and employment development, and green energy initiatives such as geothermal and wind.

Regional Directors also provided support and assistance in the coordination of broader initiatives like devolution, antipoverty, shelter policy and other strategic priorities as directed by Cabinet, ensuring advice and input from RMC's is included.

## Executive

### Measures Reporting

#### *Coordination of GNWT Strategic Planning*

Support was provided to each strategic initiative committee and interdepartmental support was provided to coordinate and implement specific initiatives such as housing for staff and the NWT Land Use Framework.

A Managing this Land Directors Committee was established to coordinate and support decision making and to improve consistency of GNWT land activities. Support was provided to the Centre for Geomatics in order to improve the availability and dissemination of information on land use in the NWT. An interdepartmental Regulatory Improvement working group was also established to coordinate GNWT input into the development of NWT Surface Rights legislation and the process to amend the *Mackenzie Valley Resource Management Act*.

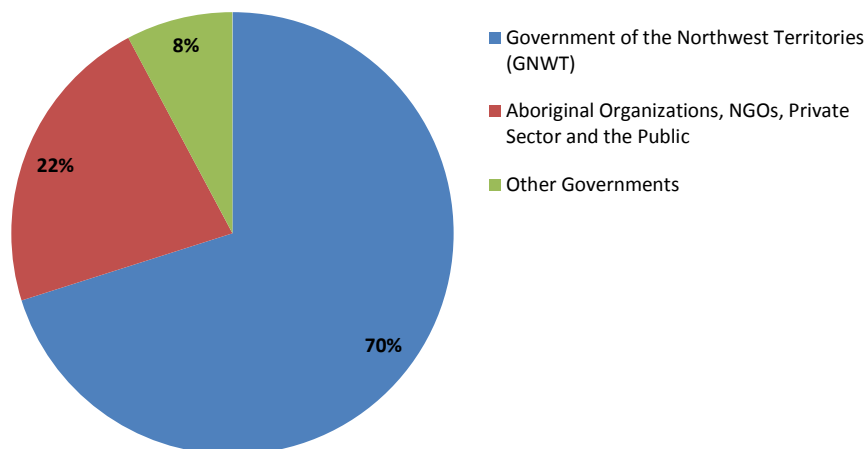
Strategic Planning played a major role in the GNWT efforts on examining poverty in the NWT. Funding was provided to the Anti-poverty Coalition's forum – *No Place for Poverty* in October 2010. A series of community engagement sessions and discussion activities took place between January-March 2011. Thirty focus group meetings were held in 13 communities, as well 10 individual interviews, an online survey and a photo-voice project – all leading to the Discussion Paper, *What We Heard from Northerners*.

An NGO Forum on Building Capacity was held in October 2010. Twenty seven participants from 15 NGO's and 6 GNWT departments attended the forum and shared information, discussed current and emerging issues and best practices for good governance, management and operation of programs and services. As well, in 2010-2011, 17 NGO's received grants from the NGO Stabilization Fund.

#### *Use of Statistical Information and Support*

In 2010-11, 321 information requests were filled, compared to 400 in 2009-10 and 360 in 2008-09. As noted below, 70% of the requests came from within the GNWT. Another 22% of the requests came from the public, non-government organizations, Aboriginal organizations and the private sector and 8% came from federal, provincial or municipal governments.

**Distribution of Statistical Requests, 2010-11**



There were 31 releases of statistical information proactively disseminated throughout the government during 2010-11. This compares with 31 releases in 2009-10 and 33 releases in 2008-09. In the past year, 100% of the releases for the consumer price index, labour force activity, and population estimates were disseminated on the day of the national release.

*Ongoing Review of Government Programs*

Each Program Review Project will establish deliverable outcomes and outputs through the Project’s approved Terms of Reference, with results reported to the requesting Department, the Deputy Ministers’ Senior Management Committee, and/or to the Refocusing Government Committee.

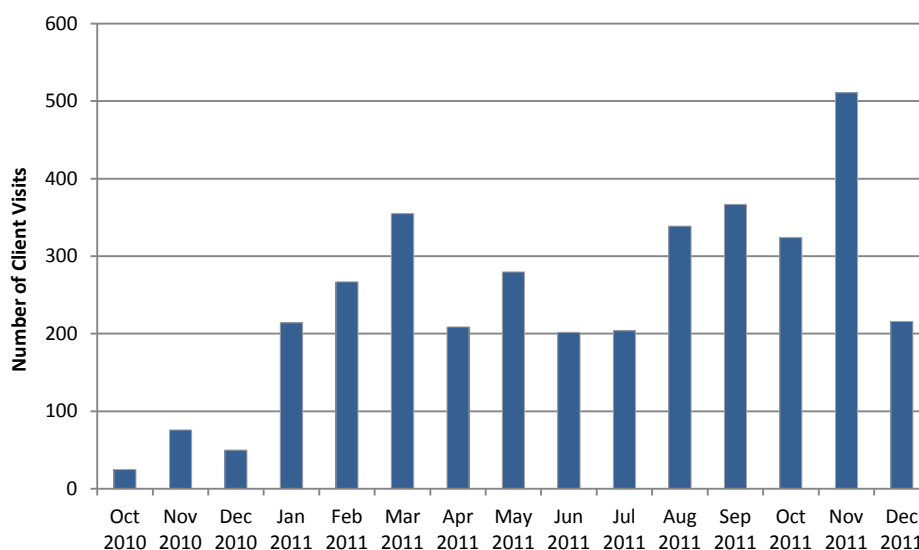
*Effective Regional Support*

Access to GNWT programs and services has been improved by establishing Single Window Service Centres in eight communities – Ulukhaktok, Aklavik, Colville Lake, Fort Good Hope, Lutsel K’e, Wha Ti, Fort Providence, and Nahanni Butte. Eight part time Government Service Officers were hired.

There were a total of 987 client visits to the eight Single Window Service Centres between October 2010 and March 2011. Client visits to the Single Window Service Centres continued to grow through the following period, with over 3600 visits in total during the first full year of operation.

Government-to-government liaison has involved working with Aboriginal, community and federal governments on coordination of activities and delivery of services.

**Single Window Service Centres:  
Total Number of Client Visits per Month (October 2010 - December 2011)**



## **KEY ACTIVITY 4: CABINET SUPPORT**

### *Description*

**Cabinet Support** is responsible for ensuring systems are in place to support informed decision-making and to successfully implement Cabinet direction. Cabinet Support offers strategic communications counsel, a coherent approach to the legislative process, objective policy analysis and administrative support through the following activities:

- **Cabinet Secretariat** provides broad policy advice to the Premier and Cabinet and support for all Cabinet operations, including maintaining the integrity of the Cabinet record and disseminating Cabinet direction.
- **Legislation and House Planning** is responsible for the provision of broad policy advice on legislative initiatives, support for the development of the legislative agenda, and a full range of administrative services in support of Cabinet business in the Legislative Assembly during Session.
- **Women's Advisory** supports the Minister Responsible for the Status of Women, and serves as a point of contact within the GNWT for governmental and non-governmental organizations that enhance the cultural, economic, political and social participation of women in society.
- **Corporate Communications** provides broad communications advice across government; promotes an integrated corporate approach to communications; and communicates GNWT priorities within government and to the public.
- **Protocol** provides a proficient protocol service on behalf of the GNWT for visiting dignitaries and heads of state that exemplifies professionalism and leaves a lasting good impression of the Northwest Territories.
- **The Commissioner's Office** provides office space and operational support for the federally appointed Commissioner of the Northwest Territories.

### *Major Program and Service Initiatives 2012-13*

In addition to ongoing responsibilities for the provision of independent policy analysis, maintenance of the Cabinet record, and support to departments with respect to the Cabinet process, the **Cabinet Secretariat** will continue to work on enhancing and supporting interdepartmental coordination through the administration of the Directors of Policy Committee; and will continue to roll out and support the transition to E-Cabinet, including the development of a more searchable and cross-referenced electronic Cabinet record.

In 2012-2013, **Legislation and House Planning** will continue, in consultation with an interdepartmental committee of senior officials selected for their legal, financial, intergovernmental and policy expertise, to evaluate legislative proposals and legislative drafts to determine consistency with the Cabinet goals, priorities and actions, will facilitate the Cabinet House Strategy process ensuring that the Rules of the Legislative Assembly are followed, and will support the Government House Leader in all official duties.

The **Women's Advisory Office** will administer grants and contributions provided to non-profits and women's groups and associations in the NWT; will deliver workshops, open to all public servants, on the development of tools and approaches to systematically integrate gender considerations into policy,

planning and decision-making processes; and will work with NGO partners to encourage, orient and train women interested in running for elected office.

Activities will be undertaken by **Corporate Communications** in 2012-13 to continue to enhance the GNWT's overall communication capacity. Work will continue on the development and dissemination of tools that will help ensure departmental communications reflect and support overall government priorities and communication activities with a particular focus on taking advantage of new communications tools and opportunities associated with online social networking and Web 2.0 technologies. This work will include the development of common policies and approaches that will help to ensure that the GNWT is better able to use these tools effectively and consistently.

The **Office of Protocol** will continue to oversee and manage the GNWT's protocol service through the planning and coordination of official visits by foreign dignitaries and diplomats and the provision of protocol advice to departments.

### *Measures Reporting*

In 2010-11, in accordance with established Cabinet conventions, decision items were submitted for Cabinet's consideration and were subject to an Executive Council Assessment report, which led to the issuance of formal Records of Decision and Orders in Executive Council that were communicated to departments.

All ministerial statements, tabled documents, confidential briefings, etc. were processed in accordance with Cabinet conventions and the rules of the Legislative Assembly.

The Special Advisor to the Minister Responsible for Women delivered seven Gender Based Analysis workshops; managed key grant and contribution programs, including core contributions to the Status of Women Council and the Native Women's Association; represented the NWT in relevant intergovernmental forums and participated in the Coalition Against Family Violence.

In 2010-11, Corporate Communications produced forty-one editions of the Bear Facts, an electronic weekly newsletter for employees of the GNWT and began producing an online radio show for residents of the NWT called On the Air.

In 2010-11, the Protocol office successfully organized three events or official visits to the Northwest Territories. The Chief of Protocol also participated in two F/P/T events, and began the planning involved in both the Diamond Jubilee and the Royal Tour of the Duke and Duchess of Cambridge.

In 2010-11, the Office of Protocol successfully organized visits from a number of visiting dignitaries, organized NWT activities for the national "End of an Era" celebration, assisted in organizing the swearing-in of the Commissioner, and assisted at the 15<sup>th</sup> Ministerial Conference on the Canadian Francophonie.

## ***c) Responding to Priorities of the 17<sup>th</sup> Assembly***

The Department is undertaking the following activities in support of the priorities identified by the 17<sup>th</sup> Assembly:

### **Priority 1 – Building a Strong and Sustainable Future for our Territory**

#### **Description**

Negotiating and implementing a final Devolution Agreement

#### **Planned Activities 2012-13**

Working with other departments, the Department of Executive will lead the GNWT efforts in finalizing and implementing a final Devolution Agreement by:

- Coordinating and participating on GNWT committees and intergovernmental working groups
- Negotiating the remaining items such as waste sites, etc., in order to achieve a final agreement
- Drafting a resource allocation and high level organizational design model
- Developing and implementing a comprehensive communication strategy
- Engaging with Aboriginal governments on the Chapter 6 of the Devolution AiP

#### **Description**

Working with other governments to ensure responsible stewardship through our land and resource management regime

#### **Planned Activities 2012-13**

Achieving a final Devolution Agreement will provide the GNWT with broader powers and authorities to manage land and resources in the NWT.

Working with the Managing This Land Committee, the Department of Executive will lead and coordinate the GNWT's interest in land use matters by:

- Finalizing an NWT Land Use and Sustainability Framework
- Coordinating participation in the federal government's Northern Regulatory Improvement Initiative

The Department will also support the work of other lead departments on land and resource management initiatives such as:

- finalizing the review of the GNWT's participation in the Protected Areas Strategy
- recommending GNWT position on boundaries and land administration of candidate areas under the PAS
- supporting the completion of regional land use plans
- proposing and negotiating the use of northern tools in conservation, protection and land management activities

#### **Description**

Strengthening our relationships with Aboriginal and other northern governments

#### **Planned Activities 2012-13**

The Department of Executive works with all GNWT departments in achieving this priority. Specifically, the Department of Executive will undertake the following activities:



- As part of ongoing discussions, the Office of Devolution will continue to inform Aboriginal governments regarding negotiations and continue to encourage them to sign the Devolution AiP and join the negotiation process.
- Similarly, consistent with Chapter 6 of the Devolution AiP, the Office Devolution will work with Aboriginal governments on management approaches as progress is made toward a final Devolution Agreement.
- The Department of the Executive will be completing a Land Use and Sustainability Framework in support of a cooperative management approach to lands management in the Northwest Territories.
- Regional Directors will support the implementation of the Aboriginal Engagement Strategy and will continue to build meaningful working relationships with Aboriginal governments by attending Assemblies, Leadership meetings and annual gatherings.

## **Priority 2 – Increasing employment opportunities where they are needed**

### **Description**

Decentralizing more GNWT positions

### **Planned Activities 2012-13**

- Decentralization of positions will be considered as part of organizational design and devolution implementation planning.
- The Department of Executive will increase the number of Government Service Officers from 8 to 12 in order to expand the Single Window Service Centre initiative to four more communities. These positions create part-time employment in small communities and provide support and access to government programs and services which may in turn lead to further employment opportunities.

### **Description**

Reducing dependency on government by encouraging people, who are able, to enter or remain in the workforce.

### **Planned Activities 2012-13**

- Working with the lead department, Education, Culture and Employment, and other social envelope departments, the Department of Executive will provide strategic advice and support in the development of a plan to reduce poverty in the Northwest Territories.

**Priority 3 – Strengthening and Diversifying our Economy**

**Description**

Improving regulatory processes

**Planned Activities 2012-13**

The Department of Executive is leading the GNWT's involvement in regulatory improvements and will continue to work with the federal government to complete the NWT regulatory system. Specifically, the Department will monitor and provide input into the restructuring of land and water boards, participate in the development of NWT Surface Rights Board legislation and ensure proposed amendments to the *Mackenzie Valley Resource Management Act* are consistent with devolution negotiations.

**Description**

Making strategic infrastructure investments such as the Inuvik-Tuk Highway, Mackenzie Valley Fiber-optic link and hydro initiatives.

**Planned Activities 2012-13**

The Department of Executive, through its Regional Operations, will continue to support key infrastructure projects that are being led by other Departments such as the Mackenzie Valley Fiberoptic Link, Inuvik Tuk Highway, hydro initiatives, and the Mackenzie Gas Project. Regional Operations provides cross-departmental assistance and support to large projects. The Regional Directors coordinate the Government of the Northwest Territories efforts in the regions and the communities including holding regular Regional Management Committee meetings, attending community meetings and Regional Organization meetings.

## *d) Infrastructure Investments*

### *Planned Activities – 2012-13*

The Department of Executive has no infrastructure projects or investments planned for 2012-13.

## *e) Legislative Initiatives*

### *Planned Activities – 2012-13*

The Department of Executive has no legislative initiatives planned for 2012-13.

## f) Human Resources

### Overall Human Resource Statistics

#### All Employees

	2011	%	2010	%	2009	%	2008	%
Total	68		65		53		62	
Indigenous Employees	40	59	38	58	21	40	25	40
Aboriginal	17	25	15	23	8	15	11	18
Non-Aboriginal	23	34	23	35	13	25	14	22
Non-Indigenous Employees	28	41	27	42	32	60	37	60

Note: Information as of December 31 each year.

#### Senior Management Employees

	2011	%	2010	%	2009	%	2008	%
Total	15		12		12		11	
Indigenous Employees	7	47	3	25	2	16	3	21
Aboriginal	3	20	1	8	1	8	1	7
Non-Aboriginal	4	27	2	17	1	8	2	14
Non-Indigenous Employees	8	53	9	75	10	83	11	79
Male	11	73	9	75	10	83	12	86
Female	4	27	3	25	2	17	2	14

Note: Information as of December 31 each year.

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%
Total	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0

Note: Information as of December 31 each year.

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%
Total	0	0	0	0	0	0	0	0

Note: Information as of December 31 each year.

Position Reconciliation

This information differs from the employee information on the preceding page; Human Resource information reflects actual employees as of December 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	<b>2011-12</b>	<b>Change</b>	<b>2012-13</b>
	<b>Main Estimates</b>		<b>Main Estimates</b>
Total	68	12	80
Indeterminate full-time	60	8	68
Indeterminate part-time	8	4	12
Seasonal	-	-	-

Adjustments during the year:

Position	Community	Region	Added/ Deleted	Explanation
Intern	Yellowknife	HQ	Deleted	Unable to staff
Expert Policy Advisor	Yellowknife	HQ	Added	FG - New Devolution position
Expert Policy Advisor	Yellowknife	HQ	Added	FG - New Devolution position
Project Officer	Yellowknife	HQ	Added	FG - New Devolution position
Devolution Communications Officer	Yellowknife	HQ	Added	FG - New Devolution position
Executive Director – Implementation	Yellowknife	HQ	Added	FG – New Devolution position
Devolution Project Leader	Yellowknife	HQ	Added	FG - New Devolution position
HR Director Implementation	Yellowknife	HQ	Added	FG - New Devolution position
Water Management Planning & Implementation	Yellowknife	HQ	Added	FG - New Devolution position
Departmental Devolution Lead	Yellowknife	HQ	Added	FG - New Devolution position
Administrative Assistant	Yellowknife	HQ	Deleted	Internal reallocation to Records Coord
Records Coordinator	Yellowknife	HQ	Added	Fill existing gap in Records Mgmt
Program Review Analyst	Yellowknife	HQ	Deleted	Internal reallocation to Strat Plan
Strategic Planning Analyst	Yellowknife	HQ	Added	Projected increase in Strat Plan projects
Senior Advisor	Yellowknife	HQ	Deleted	Senior Advisor not required
Strategic Planning Analyst	Yellowknife	HQ	Added	Internal reallocation from Sen Adv
Government Service Officer	tbd	tbd	Added	Increase services in other communities
Government Service Officer	tbd	tbd	Added	Increase services in other communities
Government Service Officer	tbd	tbd	Added	Increase services in other communities
Government Service Officer	tbd	tbd	Added	Increase services in other communities

## Executive

### Other Human Resource Information

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011. The information is current as of December 31, 2011.

<b>Summer Students</b>				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
8	8	5	3	0

<b>Interns</b>				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
0	0	0	0	0

<b>Transfer Assignments (In)</b>				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
16	10	4	6	6

<b>Transfer Assignments (Out)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
0	0	0	0	0

### Activities Associated with Staff Training & Development

The Department has provided support for a number of employees to participate in staff training and development activities. Training requirements and the individual objectives associated with training and development are identified as part of the performance planning and review process.

There were also a number of broader training initiatives supported by the Department.

Staff from the Program Review Office undertook professional development workshops with the Canadian Evaluation Society to further develop program review, evaluation and data analysis skills of the division in order to support the GNWT in making evidence-based decisions. The Program Review Office also delivered two evaluation workshops for other GNWT employees.

To support the establishment of the Single Window Service Centres, the Department of Executive supported several training sessions for its Government Service Officers. Training included customer

service excellence, overview of GNWT and federal programs and services, record keeping, ATIPP, and using technology to deliver information and services.

Several staff have taken courses and programs offered through the Justice Institute of British Columbia. The training in mediation, negotiation and conflict resolution provides the Department with valuable skills needed for devolution negotiations and facilitating discussion and decision making involving competing interests across GNWT department and among stakeholders.

## ***g) Information Systems and Management***

### **Overview**

The Technology Service Centre provides Information Technology Support to the Department of Executive.

The NWT Bureau of Statistics of the Department of Executive has its own information system – Time Series Retrieval System (TSRS). The TSRS contains time series data covering a wide range of demographic, social and economic information. TSRS holdings are sourced from Statistics Canada’s system as well as GNWT and other administrative sources, with the majority originating from Statistics Canada

### **Planned Activities - 2012-13**

The Department of Executive will be using existing technology and systems to improve overall security, effectiveness, coordination and communication. These efforts will also reduce the amount of paper used and promote a greener work environment.

Cabinet Support will continue to support the E-Cabinet initiative by coordinating the electronic submission of all cabinet documents and maintaining a searchable electronic database of cabinet record.

Strategic Planning will establish Share Point sites for all Deputy Minister Committees in order to facilitate the distribution and management of agendas, meeting materials, and minutes and to track actions and decisions.

Regional Operations will improve the Single Window Service Centre Share Point site in order to better track and report on services requested and provided, and to share information amongst Government Services Officers that are working in isolated communities.

The NWT Bureau of Statistics will continue to maintain, update and promote the use of the NWT Data Portal to exchange data and statistical information among the GNWT and with external clients. The Bureau will be doing an internal review of its computer systems and operating environment to ensure they maximize safety and security of their data.



**FINANCE**



# 1. OVERVIEW

## MISSION

The mission of the Department of Finance is to foster an environment for stable, effective and efficient government by:

1. Acquiring and managing the necessary financial resources to ensure delivery of programs and services to residents in an affordable, sustainable and accountable manner.
2. Maintaining a fair and stable taxation regime that meets the needs of individuals and businesses, supports a strong economy, and is responsive to economic, social and environmental matters.
3. Managing the information resources of the government.
4. Manage liquor distribution and sales, and enforce liquor legislation and regulations.

## GOALS

1. A strong sustainable financial position for the Government of the Northwest Territories.
2. The fiscal regime of the Northwest Territories supports a stable political environment and a strong economy that is able to address key social, economic and environmental initiatives.
3. The Government of the Northwest Territories has the fiscal and financial information and analysis necessary to support policy development and decision making.
4. The Government of the Northwest Territories' assets and liabilities are managed effectively.
5. The Government of the Northwest Territories is organized for maximum efficiency.
6. The Department of Finance is responsive to client needs.
7. Public confidence in the prudence and integrity of the Government of the Northwest Territories is maintained through a financially open and accountable government.

## KEY ACTIVITIES

- Deputy Minister's Office
- Fiscal Policy
- Budget, Treasury and Debt Management
- Office of the Comptroller General
- Office of the Chief Information Officer
- Liquor Revolving Fund

## 2. EMERGING ISSUES

### ***Economic Environment***

The economic environment in the NWT is challenging. The economy of the NWT grew modestly over 2010 and 2011 but has not recovered its 2007 pre-recession levels of activity. Real Gross Domestic Product (GDP) for 2012 is being forecasted to decline in the NWT by 7.5 per cent from 2011, which is 24.8 per cent below its 2007 level.

Diamond production, which is the main private sector economic activity in the NWT, declined 7.1 per cent in 2011 and is down approximately 40 per cent from 2007 levels.

Recovery of the NWT labour market remains strong. In December 2011 the NWT seasonally adjusted employment rate was 69.8 per cent, up from 68.3 per cent in December 2010. The pre-recession peak for NWT employment was reached in March 2007 at 75.9 per cent; a level to which the NWT has not yet recovered.

Seasonally adjusted NWT retail trade for the first ten months of 2011 decreased 0.1 per cent from the same period in 2010 and remains 2.3 per cent below 2008 levels. The pre-recession peak for NWT retail trade was reached in the first quarter of 2008, which was earlier than the peak for Canada. The NWT retail trade has not recovered to its pre-recession level.

Consumer prices increased by 3.5 per cent from January 2011 to December 2011, driven in part by increases of 6.8 per cent in transportation and 4.4 per cent in shelter. By comparison, national consumer prices increased 2.3 per cent over the same time period. Commodity prices increased an estimated 10.0 per cent from 2010 to 2011. The prices of gold, diamonds and oil have been trending upwards, but declined slightly over the latter half of 2011, and natural gas prices continue their downward trend.

Mineral exploration has been declining in the NWT. In 2007 NWT mineral exploration and deposit appraisal expenditures were valued at \$193.7 million, which was 6.8 per cent of the Canadian total. By 2011 NWT mineral exploration and deposit appraisal expenditures declined to an estimated \$81.8 million, representing 2.2 per cent of the Canadian total. For comparison, from 2007 to 2011 Yukon mineral exploration and deposit appraisal expenditures increased from \$144.7 million, to an estimated \$309.2 million, growing from 5.1 per cent of the Canadian total to 8.2 per cent. Nunavut mineral exploration and deposit appraisal expenditures were \$338 million or 11.9 per cent of the Canadian total in 2007 and were \$396 million or 10.5 per cent of the Canadian total in 2011.

### ***Fiscal Environment***

Fiscal Sustainability was identified as a strategic priority in the Department of Finance Strategic Action Plan 2009-2012 (Strategic Plan). Finance will need to be in the forefront to develop and implement fiscal strategies that will enable the GNWT to achieve its goals.

The fiscal environment is projecting GNWT revenues to grow, on average, by about 4.5 per cent annually over the five-year period from 2011-12 to 2015-16, with an average of 78 per cent of those revenues expected to come from federal transfers. The revenue forecasts are based on the premise that the economic recovery will be slow and NWT employment, corporate profits and government revenues will recover even more slowly and no additional federal revenues are expected beyond the increases called for in federal legislation.

In order to achieve operating surpluses for each year of the Business Planning period, the GNWT's fiscal strategy calls for the following:

- Starting in 2011-12, expenditure growth (both forced growth and new investments) will be capped at 3 per cent annually, or about \$32 million.
- For 2012-13 planning purposes, GNWT capital investment will be held at \$75 million.
- Further realignment of program expenditures may be identified through program reviews.
- Short term debt will be incurred, and some long-term debt may be considered, but will be sustainable within the *Fiscal Responsibility Policy*.

In March 2012, it was announced that the federally imposed borrowing limit would be raised to \$800 million from \$575 million. The increased borrowing limit does not change the GNWT's current fiscal strategy, as despite the relief on the borrowing limit level; a debt repayment strategy must be developed.

Funding under Territorial Formula Financing, the Canada Health Transfer and the Canada Social Transfer is set by federal legislation until March 31, 2014. In December 2011, the federal Finance Minister announced the renewal terms of the Canada Health Transfer and the Canada Social Transfer to the end of 2023-24 and announced that Territorial Formula Financing will continue under current formulas until March 31, 2019; representing a new 5-year agreement. Federal-territorial finance officials will continue to review the technical aspects of Territorial Formula Financing and decisions on technical improvements will be considered in 2013, once the technical review is completed.

The GNWT continues to discuss the final devolution agreement for the management of non-renewable resources with Canada and NWT Aboriginal governments. When the final devolution agreement is reached, the GNWT and Aboriginal governments will receive some revenue from non-renewable resource royalties. While negotiations continue, the actual transfer of program authority and revenues will not occur before 2012-13 at the earliest.

The GNWT, Canada and a number of Aboriginal groups are currently discussing self-government agreements. Such agreements may include provisions for transferring GNWT funding and some tax room to future Aboriginal governments. The Department provides support to the GNWT negotiating and implementation teams with respect to taxation jurisdiction and other financial transfer matters.

### ***Modern Management***

Modern Management is a reform focused on the sound management of resources and effective decision-making. Its focus goes beyond the financial accountability that was traditionally associated with the comptrollership activity and involves not only financial officers, but includes all departmental managers. Modern management aspects of comptrollership seek to ensure:

- A stronger focus on ethical behavior,
- The adoption of formal risk management practices,
- Improved accountability and stewardship of resources, and
- A greater focus on the results being achieved for the dollars spent through integrated performance information, both financial and non-financial.

Modern Management was identified as a strategic priority in the Departments' Strategic Plan. Enabling modern management practices within the GNWT is a long-term commitment that will require ongoing support and active departmental participation. The degree to which modern management principles become an integral part of the GNWT business culture will directly impact

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the ultimate success of the overarching management reforms. A supporting framework of legislation, policy, information systems and skilled government staff are critical components of a modern management environment.

The Department is building this framework by undertaking a re-write and modernization of the *Financial Administration Act* (FAA) with corresponding changes to the policies, directives and procedures that support the Act. A legislative proposal will be brought forward in 2012-13 with new legislation being submitted to the Legislative Assembly in 2013-14.

The replacement in 2009 of the GNWT's 25 year-old financial information system with the new System for Accountability and Management (SAM) and increased use of its enhanced capabilities has provided managers and decision makers with better tools to support the GNWT's information, analytical, reporting and business requirements. Ongoing training of staff and adjustments to the system continually increase the effectiveness of the system.

A current initiative to introduce Financial Shared Services to the GNWT will create shared financial processing centres in Headquarters and the Regions. Financial Shares Services will facilitate the achievement of a single point of responsibility for financial transaction processing while also ensuring improvements in government-wide information and reporting in support of transparency and decision-making; improvements in the quality of internal service delivery to managers and employees; elimination of duplication and unnecessary processes; and gains in efficiencies through a single government-wide service with standard operational processes that will leverage skilled resources.

Building upon this modern management framework, the Department, in partnership with GNWT departments, will be looking to strengthen the existing capabilities of our public service so that better decisions are made, better service provided to clients, and effective measures and reports on results are available to the public and stakeholders. Advancement of this objective will require managerial and professional capacity development along with the acceptance of new and changing responsibilities. It will also require the development of systems, policies and controls that better support the reporting of integrated performance information, risk-based management practices, appropriate accountabilities and an ethics and values foundation that enables managers and staff to choose the right course of action when faced with ethical dilemmas.

Achieving a desired state of modern management within the GNWT will at times be resource intensive but the benefits will be realized over a prolonged period of time. Therefore it is critical that the focus be on the end goal rather than on shorter term results and payback.

## ***Technology***

Rapid advances continue to be made in Information and Communications Technology (ICT) throughout the world that are changing the way we do business and live our lives. Improvements to northern communications infrastructure have come a long way in the last decade, providing a significant percentage of northerners with access to high-speed internet connectivity. However, there remains a significant gap in the level of service compared to most other jurisdictions in Canada. Improvements in technology, increasing public awareness and recognition from regulatory bodies are leading to changes in the competitive environment in the north. Increased competition could lead to greater technological advances across our territory and the technology required maintaining pace with industry will have to evolve. This, combined with the next generation of northern youth comfortable with technology, will result in increased expectations for access to GNWT programs and services online.

Technology is viewed as a crucial enabler in overcoming the challenges of delivering a broad range of programs and services to a population with diverse needs spread over a large geographic area. A coordinated effort is needed to ensure that the use of these technologies across government is done both efficiently and effectively and that access to basic infrastructure, particularly data networks, is universally available. This level of coordination not only has to occur across the GNWT but involve all other stakeholders, particularly federal, territorial and aboriginal governments.

In anticipation of the demand, both internal and external, for technology-enabled program delivery, the GNWT must ensure that it is in a position to respond. By continuing to refine the management of the GNWT's information resources we can improve the quality of information available for the management of the organization. Information must also be managed throughout its lifecycle – from acquisition to disposition – the same as is done with other resources (e.g. human or financial). Technology can be employed to ensure that the correct information is being captured, delivered to the right people at the right time, and disposed of when no longer required. Technology can also be employed to enhance GNWT program and service delivery. This is currently being demonstrated in the areas of Tele-Health and Distance Education and will continue to increase as technology evolves.

NWT residents also have an expectation that their personal information that is held in trust by the GNWT is managed with the highest expectations of security and privacy. With increasing amounts of personal data being retained in electronic formats, that are both portable and readily replicated, the associated security risks must be managed with all due diligence.

### **Program Cost Drivers**

#### ***Risk Management & Insurance***

The general liability insurance market continues to offer stable pricing, which is generally expected to be flat to 5 per cent higher, based on loss history and risk exposures. The property insurance market also remains stable, and should offer modest rate decreases, again based on loss experience. The continued emphasis on accurate replacement values for insured assets will ensure accurate premium calculations. The consequences of the catastrophic property losses experienced worldwide in 2011 may have some impact on overall insurance rates however it is not possible to determine the impact. The construction insurance market is competitive; issues regarding major renovations to existing structures will continue to have negative pressure on premium charges. The collection of accurate underwriting information is of critical importance in securing competitive rates.

An Insurance Valuation Assessment and Risk Retention Review produced by the GNWT's insurance brokers may provide opportunities for savings in insurance costs through the creation of a fully funded self-insured fund for specified losses and claims. The analysis of the Review will be completed early in 2012 which will inform the course of action the Department may pursue.

The Property Replacement Cost program has completed its first cycle, establishing accurate replacement cost values for most major GNWT infrastructure. The program continues with the re-appraisal of highest value structures to ensure values remain accurate.

#### ***Borrowing and Interest Rates***

GNWT borrowing costs are impacted by both interest rates and the principal amounts borrowed.

The GNWT is expecting that its short-term borrowing requirements will peak over the next two years. As a result of timing of cash flows, the GNWT is expected to have surplus cash during the early part of the fiscal year, with reserves being drawn down and over the course of the year requiring short

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term borrowing until the beginning of the next fiscal year. This will result in increased borrowing costs, which could increase further if interest rates increase.

Interest rates have remained steady since September 2010. The prime rate being charged by Canada's major chartered banks is at 3.00 per cent. Forecasts prepared by the economic departments of the major banks suggest rates will be on hold for at least another year. The sovereign debt crisis in Europe and the pace of economic recovery in the U.S. are external factors impacting Canada's monetary policy. The Bank of Canada, which sets the key rate used in establishing interest rates, maintains there is considerable monetary policy stimulus in place.

### ***Territorial Power Subsidy Program***

The Territorial Power Subsidy Program (TPSP) is designed to encourage private home ownership in the Northwest Territories by providing for equitable power rates for private residential power customers. In accordance with this policy, the TPSP provides a subsidy to NWT residents of communities where power rates are higher than those in Yellowknife.

This subsidy structure is supported by direct Government funding to both power suppliers. The Northwest Territories Power Corporation (NTPC) has received funding to reduce its low-water stabilization fund and Northland Utilities Limited (NUL) has received funding to offset the higher cost of providing power to thermal communities served by them. The GNWT is foregoing dividends from NTPC to reduce the stabilization fund.

### ***Support to the NWT Power Corporation***

#### ***General Rate Application***

NTPC is preparing a new General Rate Application (GRA) that is expected to seek around \$102.2 million in 2012-13 and \$107.5 million in 2013-14 in order to address significant cost pressures experienced since the last GRA in 2007-08.

To ensure there would not be an adverse impact on the cost of living in NWT communities, the GNWT will be providing financial support to NTPC to ensure the required rate increases are phased in over three years.

#### ***Inuvik Gas Issue***

Ikhil Joint Ventures (IJV) has confirmed the latest natural gas reserve estimates to be 1.2 years as of December 31, 2011. These estimates are based on a 90 per cent confidence interval and are not guaranteed.

The GNWT directed NTPC to reduce its gas consumption by serving Inuvik's electrical load with 100 per cent diesel, starting in 2012. Given the lower reserve estimates, additional steps may need to be taken to increase the reserve life and provide the time needed to assess and recommend a longer term solution to energy supply in Inuvik.



### 3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the department's operation expenses and revenues.
- b) **Key Activities** describes the department's major programs and services, including strategic activities, as well as results to date and measures.
- c) **Putting Priorities into Action** describes current major activities the department is leading in supporting the priorities identified by the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the department's planned infrastructure investments for 2012-13.
- e) **Legislative Initiatives** provides a summary of the department's legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2012-13.

## a) Fiscal Position and Budget

### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	2012-2013	2011-2012	2011-2012	2010-2011
	Main	Revised	Main	2010-2011
	Estimates	Estimates	Estimates	Actuals
OPERATIONS EXPENSE				
Deputy Minister's Office	85,991	69,278	66,102	64,514
Fiscal Policy	23,494	22,129	22,169	23,385
Budget, Treasury and Debt Management	11,567	14,348	10,150	6,841
Office of the Comptroller General	18,633	20,320	21,514	23,326
Office of the Chief Information Officer	2,436	1,938	2,054	1,522
TOTAL OPERATIONS EXPENSE	<u>142,121</u>	<u>128,013</u>	<u>121,989</u>	<u>119,588</u>
REVENUES	<u>1,411,060</u>	<u>1,279,235</u>	<u>1,271,087</u>	<u>1,221,344</u>

## OPERATION EXPENSE SUMMARY

	PROPOSED ADJUSTMENTS					Proposed 2012-2013 Main Estimates
	Main Estimates 2011-2012	Forced Growth	Initiatives	Sunsets and Other Adjustments	Internal Reallocations of Resources	
<b>Deputy Minister's Office</b>						
Deputy Minister's Office	452	-	-	-	(14)	438
Policy & Planning	2,112	-	-	-	(31)	2,081
NWTHC Contribution Program	61,175	3,447	2,873	(2,037)	-	65,458
NWT Power Corp Contribution	-	-	-	15,600	-	15,600
Financial Shared Services	2,363	4	-	-	47	2,414
<b>Total Activity</b>	<b>66,102</b>	<b>3,451</b>	<b>2,873</b>	<b>13,563</b>	<b>2</b>	<b>85,991</b>
<b>Fiscal Policy</b>						
Fiscal Policy	22,169	-	-	1,410	(85)	23,494
<b>Total Activity</b>	<b>22,169</b>	<b>-</b>	<b>-</b>	<b>1,410</b>	<b>(85)</b>	<b>23,494</b>
<b>Budget, Treasury and Debt</b>						
Deputy Secretary	265	-	-	(14)	-	251
Management Board Secretariat	1,358	-	-	-	51	1,409
Treasury						
Management	489	-	-	-	(17)	472
Banking & Cash Management	3,974	1,300	-	-	1	5,275
Risk Management & Insurance	2,853	-	-	-	10	2,863
Tax Administration	1,211	98	-	-	(12)	1,297
<b>Total Activity</b>	<b>10,150</b>	<b>1,398</b>	<b>-</b>	<b>(14)</b>	<b>33</b>	<b>11,567</b>
<b>Office of the Comptroller General</b>						
Comptroller General	273	-	-	-	6	279
Accounting Services						
Management	413	-	-	-	3	416
Financial Policy	133	-	-	-	1	134
Financial Reporting & Collections	973	-	-	-	(4)	969
SAM Sustainment	2,099	62	-	-	66	2,227
Territorial Power Subsidy Program	14,085	-	-	(3,000)	-	11,085
Internal Audit Bureau	1,584	-	-	-	(6)	1,578
Amortization	1,954	-	-	(9)	-	1,945
<b>Total Activity</b>	<b>21,514</b>	<b>62</b>	<b>-</b>	<b>(3,009)</b>	<b>66</b>	<b>18,633</b>
<b>Office of the Chief Information Officer</b>						
Chief Information Officer	1,913	384	-	-	(16)	2,281
Amortization	141	-	-	14	-	155
<b>Total Activity</b>	<b>2,054</b>	<b>384</b>	<b>-</b>	<b>14</b>	<b>(16)</b>	<b>2,436</b>
<b>TOTAL DEPARTMENT</b>	<b>121,989</b>	<b>5,295</b>	<b>2,873</b>	<b>11,964</b>	<b>-</b>	<b>142,121</b>

## REVENUE SUMMARY

	(thousands of dollars)			
	2012-2013 Main Estimates	2011-2012 Revised Estimates	2011-2012 Main Estimates	2010-2011 Actuals
<b>Grant from Canada</b>	<b>1,070,023</b>	<b>996,143</b>	<b>996,143</b>	<b>919,872</b>
<b>Transfer Payment</b>				
Canada Health Transfer	29,552	30,299	26,450	21,042
Canada Social Transfer	15,003	14,614	14,711	14,401
	<b>44,555</b>	<b>44,913</b>	<b>41,161</b>	<b>35,443</b>
<b>Taxation</b>				
Personal Income Tax	90,441	89,603	94,048	85,167
Corporate Income Tax	74,976	20,311	14,303	56,818
Tobacco Tax	17,326	16,917	16,792	17,016
Fuel Tax	16,586	16,414	14,292	16,103
Payroll Tax	41,488	39,578	37,992	36,965
Property Taxes and School Levies	25,440	24,672	25,354	24,294
Basic Insurance Premium Tax	4,100	4,300	4,300	3,986
Fire Insurance Premium Tax	300	280	280	297
	<b>270,657</b>	<b>212,075</b>	<b>207,361</b>	<b>240,646</b>
<b>General</b>				
Liquor Commission Net Revenues	24,628	24,388	24,388	23,821
Housing - Interest	2	2	2	1
NSF Handling Fees	4	4	4	1
Debt Settlement	4	20	20	34
Loan Repayment	-	-	278	181
Investment Interest	614	1,007	1,007	717
Insurance License Fees	420	410	450	316
	<b>25,672</b>	<b>25,831</b>	<b>26,149</b>	<b>25,071</b>
<b>Recoveries</b>				
Insured and Third Party Recoveries	60	60	60	123
Investment Pool Cost Recoveries	80	200	200	189
Property Tax Administrator Fee	13	13	13	-
	<b>153</b>	<b>273</b>	<b>273</b>	<b>312</b>
	<b>1,411,060</b>	<b>1,279,235</b>	<b>1,271,087</b>	<b>1,221,344</b>

## LIQUOR REVOLVING FUND

The Liquor Revolving Fund is established under the *Liquor Act* (Act) and provides working capital to finance the operations of the Liquor Licensing Board (Board), the Liquor Commission (Commission) and the administration and enforcement of the Act. The Liquor Licensing Board is responsible for the issuance of liquor permits. The Liquor Licensing and Enforcement Division provides support to the Board, is responsible for the enforcement of liquor-related regulations and restrictions, and assists communities in respect of matters arising under the Act. The Liquor Commission is responsible for the purchase, warehousing, distribution and sale of all alcoholic beverages in the Northwest Territories. The Board, Commission and Liquor Licensing and Enforcement are funded by the sale of alcoholic beverages.

	(thousands of dollars)			
	2012-2013 Main Estimates	2011-2012 Revised Estimates	2011-2012 Main Estimates	2010-2011 Actuals
Authorized Fund Limit	6,500	6,500	6,500	6,500
<b>OPERATING RESULTS</b>				
<b>Income</b>				
Liquor Sales	46,978	46,924	46,924	45,312
Less: Cost of goods sold	17,197	17,247	17,247	16,530
Gross profit from sale of liquor	<u>29,781</u>	<u>29,677</u>	<u>29,677</u>	<u>28,782</u>
Liquor Licensing fees	430	430	430	471
Other income	5	5	5	6
	<u>30,216</u>	<u>30,112</u>	<u>30,112</u>	<u>29,259</u>
<b>Liquor Commission Expenses</b>				
Agency Commissions	2,969	3,291	3,291	3,185
Compensation and Benefits	1,105	1,074	1,074	989
Other Expenses	875	726	726	547
<b>Liquor Licensing Board and Enforcement Expenses</b>				
Compensation and Benefits	360	394	394	362
Other Expenses	279	239	239	283
	<u>5,588</u>	<u>5,724</u>	<u>5,724</u>	<u>5,366</u>
<b>NET REVENUES</b>	<u>24,628</u>	<u>24,388</u>	<u>24,388</u>	<u>23,893</u>

Note 1: Any discrepancies between the "Net Revenues" actuals amounts reported above and the "Liquor Commission Net Revenues" actuals reported in the Revenue Summary are due to accounting policy differences with respect to Tangible Capital Asset thresholds and amortization methods of the NWT Liquor Commission and the GNWT.

## ***b) Key Activities***

### **DEPUTY MINISTER'S OFFICE**

#### **Description**

The Deputy Minister's Office includes the Office of the Deputy Minister/Secretary of the Financial Management Board, the Policy and Planning Division and the Financial Shared Services Division.

The duties and responsibilities of the Deputy Minister of Finance/Secretary of the Financial Management Board are conducted as described in the *Financial Administration Act*. In addition, this Division directs the support of the Financial Management Board and provides financial and administrative leadership for the GNWT.

The Policy and Planning Division is responsible for: developing and maintaining departmental policies, the department's budget management program, and the records management program; the provision of information systems and information management support to the department; providing strategic advice on departmental performance and emerging issues and coordinating the department's involvement in the self-government and devolution processes.

The Financial Shared Services Division is responsible for providing a full suite of expenditure management services to the Departments of Finance, Executive, Human Resources and Aboriginal Affairs and Intergovernmental Relations.

#### **Major Program and Services 2012-13**

##### ***Financial Administration Act (FAA)***

The last major review of the FAA was undertaken in 1987. As a result of changes in the operating environment and other issues that have arisen over time, the current FAA no longer effectively meets the needs of GNWT operations.

A legislative proposal was submitted into the legislative review process in 2011, however the legislative proposal was pulled and scheduled to be placed on the 17<sup>th</sup> Legislative Assemblies' legislative agenda. An updated legislative proposal is being reviewed and will be submitted into the legislative review process. Drafting instructions and an analysis of corresponding regulation changes are also being prepared. Work has also commenced on a broader restructuring of the Financial Administration Manual (FAM).

##### ***Northern Employee Benefits Services (NEBS) Pension Plan***

The Department continues to work on solutions to the regulatory and financial issues affecting the NEBS Pension Plan. Research is currently underway by the Department to identify legislative options for the NEBS Pension Plan while ensuring these options are in the best interests of NWT residents and employers.

## KEY ACTIVITY 1: FISCAL POLICY

### Description

Fiscal Policy is responsible for providing research, analysis and recommendations on the fiscal policies of the government; monitoring economic conditions as they affect the government's fiscal position; providing macroeconomic research and policy advice; providing analysis and advice on Canadian and NWT tax policies; monitoring and advising on intergovernmental fiscal relations; and preparing the annual budget address. The Division also provides technical support for the Minister and Deputy Minister of Finance in federal-provincial-territorial discussions and represents the GNWT on intergovernmental Finance committees.

### Major Program and Service Initiatives 2012-13

#### **Overall**

The Division continues to work to develop strategies for managing the GNWT's fiscal realities over the medium and long term, in terms of revenue generation, expenditure management and debt repayment strategies. Budget consultations are planned for September 2012 to seek input from NWT residents, businesses and governments on where they see opportunities for savings as well as how they see the GNWT allocating future fiscal resources to make investments to grow the economy and pay for social programs.

#### **Tax Revenue**

The Division continues to examine the GNWT's tax policy to better match its revenue structure with the government's economic, social and environmental objectives.

The Division will continue to ensure that tobacco and property tax rates are increased as appropriate to match inflation.

The Division continues its work to develop an efficient fee review procedure in order to maintain its commitment to inflation-adjust all department fees on a regular basis.

#### **Federal Transfers**

Legislation for some major federal transfer programs, including Canada Health Transfer, Canada Social Transfer, Territorial Formula Financing and Equalization ends March 31, 2014. The Canada Health Transfer and Canada Social Transfer have been renewed for 10 years to 2023-24.

Territorial Formula Financing and Equalization will be renewed for five years to 2018-19 under the current formulas. The division participates in continuing technical discussions between federal, provincial and territorial finance officials on possible improvements to these programs starting the 2014-15 fiscal year.

#### **Self-government Negotiations**

Self-government negotiations will continue over the planning period. Fiscal Policy will assist in financial negotiations.

#### **Devolution**

Discussions towards a final Devolution Agreement will continue, led by the Department of the Executive. Fiscal Policy will assist in financial negotiations, particularly those related to the determination of net fiscal benefit from the transfer of non-renewable resource revenues.

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### ***Macroeconomic Framework***

The Division will continue monitoring the indicators developed for the Macroeconomic Framework and work towards increased awareness of the Framework and the set of criteria for assessing policy and investment choices within the GNWT.

### ***Measures Reporting***

#### **Measure 1 – Regular, accurate forecasts of revenue are prepared**

- Regular forecasts of revenues have been prepared. Corporate income tax revenues continue to be volatile and therefore difficult to forecast, however the Department is working with the Canada Revenue Agency and Finance Canada to improve ongoing reporting.

#### **Measure 2 – Self-government and devolution negotiations progress within constraints of approved financial mandates of the GNWT**

- Both Self-Government and devolution negotiations are continuing.
- Fiscal Policy will work with the devolution Main Table to properly define the net fiscal benefit for resource revenues as agreed to in the Agreement-in-Principle.
- Fiscal Policy will advise self-government negotiating tables on tax sharing and fiscal arrangements.

#### **Measure 3 – Communication of the investment criteria of the Macroeconomic Policy Framework**

- Raise awareness of the 14 investment criteria through presentations within the GNWT. Incorporate lessons from implementation experience into the guidelines.

#### **Measure 4 – Fiscal independence**

- GNWT own-source revenues represent about 25 per cent of total revenues.
- Fiscal Policy will prepare an annual report comparing GNWT's own-source revenues as a share of total revenues to the other Canadian jurisdictions.

#### **Measure 5 – Personal tax rates**

- The GNWT maintains personal tax rates lower than the average of Canadian provinces and territories.
- Fiscal Policy will prepare an annual report comparing the NWT personal income tax structures to the other Canadian jurisdictions.

#### **Measure 6 - Corporate income tax rates**

- The GNWT maintains corporate income tax rates lower than the average of Canadian provinces and territories.
- Fiscal Policy will prepare an annual report comparing the NWT corporate income tax rates to the other Canadian jurisdictions.

#### **Measure 7 – Monitoring and assessing the performance of the NWT economy**

- Prepare annual report for the “Indicators of Progress” as specified by the Macroeconomic Policy Framework.
- Prepare for internal GNWT distribution “Quarterly Economic Monitor”



## KEY ACTIVITY 2: BUDGET, TREASURY, AND DEBT MANAGEMENT

### Description

The Budget, Treasury and Debt Management Division is responsible for the management of the government's financial resources to ensure that public funds are properly budgeted and monitored, that the return on investments is maximized, and the government's cash and debt management costs are minimized within required risk parameters. The Division is also responsible for supporting the operations of the Financial Management Board (FMB), supporting the GNWT Public Private Partnership Policy and Management Framework, licensing and regulating insurance companies, agents, brokers and adjusters operating in the NWT, administering legislated tax programs, and administering the GNWT's insurance and self-insurance programs.

### Major Program and Service Initiatives 2012-13

#### ***Fiscal Strategy Considerations***

The 17<sup>th</sup> Legislative Assembly, like others before it, will need to establish and fund key strategic priorities in addition to ongoing operations. The establishment of a fiscal strategy is an essential element of the government's planning effort.

The specifics of the fiscal strategy will result from an examination of the current fiscal framework; projected needs for capital, strategic priorities and forced growth; and an approach to meet these needs. In considering these elements, guiding principles are:

- The GNWT must maintain a competitive business and responsible social environment
- The strength of the economy will be the key factor, over the long term, in determining what revenues are available for program and services
- The GNWT must recognize and plan for the cyclical nature of our revenues
- The GNWT needs to achieve sufficient operating surpluses to fund our capital needs and cannot afford to run deficits for an extended period of time
- The GNWT cannot incur debt to level where debt servicing costs are unaffordable or carve into program budgets
- Some debt, specifically that which supports economic infrastructure could be considered to maintain economic growth

#### ***Borrowing Framework***

The GNWT has historically financed capital spending through available cash surpluses derived from operating activities and when required, short-term borrowing. Given the GNWT operations are susceptible to one-time revenue shocks (both increases and decreases), this approach is not always the most practical or cost effective. Therefore, it is important that the GNWT consider altering its approach to funding large infrastructure projects and develop a sound framework for borrowing.

#### ***Tax Administration***

An initiative is in process to perform more community visits to continue the education of Tobacco Retailers regarding the rules and regulations that must be followed in accordance with the *Tobacco Tax Act*. Annual Retail Dealer inventory counts will also be conducted. In a related initiative, by increasing the awareness by use of advertising we will be educating the general public on what constitutes contraband tobacco and advertising how to contact us (anonymously or otherwise) with any suspected tobacco contraband activity. By asserting our presence in person and by advertisement in the communities, the Treasury Division may receive more information through 2<sup>nd</sup> party leads from the communities.

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### ***Risk Management & Insurance***

Loss Control Surveys of 18 – 20 buildings will be conducted in Norman Wells and Inuvik, with the participation of the GNWT's insurers and insurance broker; tentatively scheduled for summer 2012.

Beginning in 2012, and in partnership with Office of the Fire Marshal and consultation with Public Works and Services, the Department will be implementing a Property Impairment Reporting Program which will formalize the required reporting of impairments to GNWT facilities' fire protection systems. The program will be initiated for a minimum of 150 building and will be rolled out across all GNWT facilities over the next year to 18 months.

The Department has established a Risk Management & Insurance shareware presence on the Finance webpage and will monitor and update content according to clients' needs.

The Department will begin collecting statistics on the number of reviews requested and completed for indemnity language and insurance requirements in contract negotiations.

### ***Public Private Partnerships (P3)***

The GNWT P3 Policy and management framework was approved in 2011. Work will continue to finalize a process convention for Standing Committee review of proposed P3's. The Department will be hiring a full time resource to support the implementation of the GNWT P3 Policy and management framework.

### ***Mackenzie Valley Fibre Optic Project***

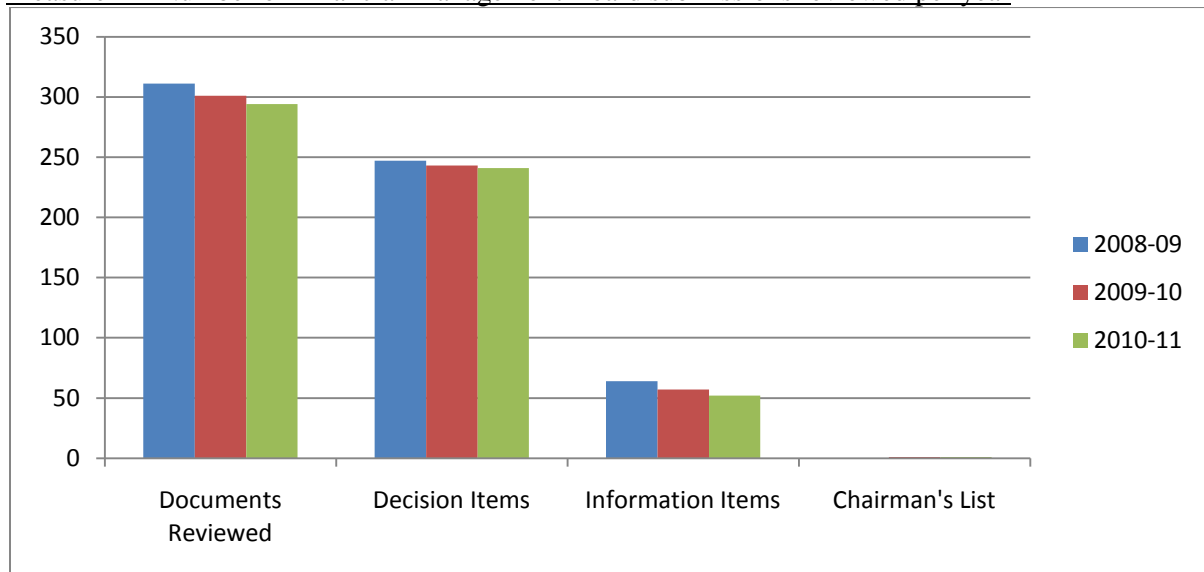
The GNWT believes a Mackenzie Valley fibre link would be of benefit to the NWT as it would support the operation of the Inuvik Satellite Station Facility (ISSF), improve data communications for the GNWT and for communities along its route and help diversify the economy in the Mackenzie Valley.

Although the project is technically feasible, a key challenge will be to articulate the quantifiable costs and economic benefits alongside the more qualitative-type benefits (i.e. socio-economic) to Inuvik, the NWT and to Canada as well as the public policy objectives which the project could support.

The GNWT received confirmation from PPP Canada that its application for consideration under Round 3 of their funding program was approved. PPP Canada determined the MVFL project to meet all of their qualifying criteria and believe the project to be a strong P3 potential. In accordance with the GNWT's P3 Policy, a Business Case analysis will be undertaken and used to assess the viability of the project.

## Measures Reporting

### Measure 1 – Number of Financial Management Board submissions reviewed per year



### Measure 2 – Accurate replacement values for Government Assets

- Accurate replacement values for over 200 government assets valued at over \$1,000,000 and 16 GNWT owned fuel tank farms have been established, ensuring that accurate values have been submitted to insurers so that the appropriate insurance premium is charged for these assets and that appropriate recovery in the event of damage or loss can be achieved.
- Continuing the program and on a regional basis to reduce travel costs, 50 Buildings will be re-appraised (to ensure accurate replacement cost figures are maintained) or appraised for the first time in 2012-2013 in the Inuvik Region.

### Measure 3 – Increased tax assessments for non-compliance with tax statutes

- A measure of the effectiveness of the Tax Audit function over a year
  - 2008-09: \$17,755
  - 2009-10: \$303,801
  - 2010-11: \$782,847

### Measure 4 – Compliance with the GNWT's Fiscal Responsibility Policy

- The Fiscal Responsibility Policy contains performance criteria on fiscal management and borrowing:
  - a) **Debt to Revenue** – Revenue growth compared to debt growth. An increasing ratio indicates that rate of growth of debt growth is exceeding the rate of growth of revenue.
    - 2008-09: 0.58%
    - 2009-10: 0.63%
    - 2010-11: 0.61%
  - b) **Debt per Capita** – measure of debt burden of NWT residents. An increasing measure indicates debt burden per person is climbing.
    - 2008-09: \$18,249

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- 2009-10: \$20,473
  - 2010-11: \$20,902
- c) **Debt Servicing Costs** – Interest costs (consolidated)
- Goal – lowest 3rd among provinces/territories
    - 2008-09: \$8,255,000 2<sup>nd</sup> lowest among provinces/territories
    - 2009-10: \$16,490,000 3<sup>rd</sup> lowest among provinces/territories
    - 2010-11: \$16,692,000 3<sup>rd</sup> lowest among provinces/territories
- d) **Debt Servicing Costs as a per cent of Revenues** – measure of burden on revenues to finance debt payments
- Goal – Cannot exceed 5.0% of revenues
    - 2008-09: 0.6%
    - 2009-10: 1.2%
    - 2010-11: 1.1%
- e) **Net Debt, as a per cent of GDP** – increasing percentage indicates economic growth is not exceeding rate of growth of debt
- Goal - lowest 4 among provinces/territories
    - 2008-09: 0.7% 3<sup>rd</sup> lowest among provinces/territories
    - 2009-10: 4.9% 3<sup>rd</sup> lowest among provinces/territories
    - 2010-11: 8.3% 4<sup>th</sup> lowest among provinces/territories
- f) **Net Debt per Capita** – indicator of ability to finance activities and meet obligations
- Goal - lowest 4 among provinces/territories
    - 2008-09: \$704 3<sup>rd</sup> lowest among provinces/territories
    - 2009-10: \$5,114 4<sup>th</sup> lowest among provinces/territories
    - 2010-11: \$8,739 5<sup>th</sup> lowest among provinces/territories

### Measure 5 – GNWT Credit Rating

- A measure of sound fiscal policies, adherence to these policies and current and future debt burden:
  - Goal – maintenance of stable investment grade rating
    - 2008-09: Aa1 (Moody's)
    - 2009-10: Aa1 (Moody's)
    - 2010-11: Aa1 (Moody's)

## KEY ACTIVITY 3: OFFICE OF THE COMPTROLLER GENERAL

### Description

The Office of the Comptroller General is responsible for control of the administration of the consolidated revenue fund with respect to the receipt and payment of public money, accounting policy, the financial records of the GNWT, reporting responsibilities, financial analysis, advice and interpretation, internal auditing and related matters.

The Internal Audit Bureau provides an independent, objective assurance and consulting service to improve the GNWT's operations by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls and governance processes.

Accounting Services is responsible for the development of corporate accounting procedures and policies, administration and integrity of the government's financial information system, revenue, accounts receivable and accounts payable functions, making territorial power subsidy payments, management of the environmental liability fund, external financing reporting, and providing collections and credit granting functions.

### Major Program and Service Initiatives 2012-13

#### **Public Accounts**

In partnership with Departments, additional initiatives will be taken to increase the effectiveness of producing the non-consolidated financial statements of the GNWT, including the completion of the Public Accounts and associated audit by the Office of the Auditor General. Increasing exposure of Department staff to the emerging reporting requirements being issued by the Public Standards Accounting Board (PSAB) will be undertaken. Steps will be taken to increase the quality of information provided for the preparation of the Public Accounts both from Departments and within the Department of Finance.

#### **Internal Audit Bureau**

The Internal Audit Bureau will take an increasing leadership role in introducing risk management concepts to Departmental Managers. Oversight and guidance will continue to be provided by the Internal Audit Committee. Where practical the Internal Audit Bureau will be working to co-ordinate its audit work with the Program Review Office in the Department of Executive.

#### **System for Accountability and Management**

Continuing emphasis will be placed on supporting Departments in gaining proficiency in the use of SAM. Efforts will be focused on assisting Managers to maximize their use of the data contained within the system by training them on the reporting tools that are available from the system. In addition, through the SAM Business Advisory Committee and SAM User Groups, opportunities to improve and streamline processes will be actively pursued. A strategic plan for the continued development and use of SAM as an Enterprise Resource Management (ERP) will be developed.

#### **Financial Shared Services**

As part of the Modern Management concept, the *Financial Administrative Renewal Strategy* and the *Financial Administrative Renewal Initiative Project Charter* were approved in 2007. Both the *Strategy* and the *Charter* included the proposal for a Financial Shared Services (FSS) Center for transaction-based activities including aspects of: accounts payable; general ledger; cashier and accounts receivable; financial systems operations; and other financial activities.

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Planning is underway for the implementation of FSS Centres responsible for all financial transaction processing for all GNWT Departments and the Northwest Territories Housing Corporation (NWTHC). The establishment of FSS will allow for departments to focus on strategic financial management and program delivery rather than on administrative transaction processing functions. Departments will maintain the resources and responsibilities to do their own financial planning and analysis.

Implementation plans for a financial shared services model were developed in 2010-11. These plans include governance structure, service-level agreements, service delivery model, resource implications and an implementation schedule. GNWT Departments and the Northwest Territories Housing Corporation have been involved in the planning process.

The implementation strategy is based on a phased approach. Based on lessons learned it is important to test the organizational structure and new business processes on a smaller scale prior to implementation across the entire GNWT. Implementation is scheduled for the summer of 2012 in the Beaufort Delta Region initially, with the remaining regions being phased in over the 2012-13 and 2013-14 fiscal years, and headquarters in fiscal 2014-15. Funding for minor office renovations and fit up will be required to support the regional office implementation.

### Measures Reporting

#### Measure 1 – Percentage of audit time on direct audits, unscheduled audits and professional development

The total available hours were allocated as follows:

<b>Categories</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
Operational audits	35%	25%	32%
Unscheduled audits	3%	13%	17%
Other indirect hours	24%	19%	22%
Professional Development hours	15%	11%	8%
Information technology audits	20%	29%	17%
Other consulting and audit hours	3%	3%	4%

#### Measure 2 – Number of audit staff with, or working towards, professional designations

<b>Categories</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
Staff with professional designation	2	7	5
Staff working on designation	3	2	2

#### Measure 3 – Number of irregularities

<b>Categories</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>
Irregularities reported	6	8	5
Audit reports issued dealing with irregularities	2	3	2

#### Measure 4 – Percentage of work plan completed

- 2008-09: 60% of the annual audit work plan was initiated
- 2009-10: 35% of the annual audit work plan was initiated

- 2010-11: 35% of the annual audit work plan was initiated

Measure 5 – Financial system in place, processes transactions and meets needs

- Accounts Payable
  - 150,002 vouchers
  - 73,068 payments
  - 44,103 vouchers created and approved through TEMS and CMAS
- Accounts Receivable
  - 11,781 Deposits
  - 13,542 Bills
- Expenses
  - 10,184 Travel Authorizations
  - 11,709 Expense Reports
- General Ledger
  - 34,223 Journals created
- Project Costing
  - 2,571 Projects and associated Activities created and maintained
- Purchase Orders
  - 9,126 Purchase Orders
  - 2,226 Requisitions
  - Successful VISA Corporate Card Interface monthly
- Technical
  - Security Roles updated and monthly security reports submitted to DFA's
  - Enhancements to module functionality
  - Successful management of information received from HR
  - Minimal system outages

These activity measures indicate that the financial system is able to process a large volume of transactions and successfully pay vendors, and properly record transactions that reflect GNWT financial activity.

Measure 6 – Evidence that financial policies and directives are in place, readily accessible to users and regularly reviewed to keep current

- A process of issuing formal interpretations of FAM was instituted in 2010-11 to ensure consistency in application of policy when common issues have been identified.
- An inter-departmental committee was established to review and update the GNWT Procurement Procedures as required under FAM 3301, Government Contracts – General.
- FAM was transitioned to a revised webpage that is more user friendly than the previous version.

Measure 7 – Timeliness of the publication of Public Accounts

- In 2001, notwithstanding the *Financial Administration Act* deadline requirement for Public Accounts to be tabled on or before December 31 if the Legislative Assembly is in session, or no later than 15 days after commencement of the next session, the Standing Committee recommended a three-year timeline to progressively table the Public Accounts earlier, with a deadline of August 31 for 2003 and subsequent years. This timeline was not met for the year ended March 31, 2010. The Public Accounts were not tabled until May 2011. Delays were encountered with completing of audits of some of the Government entities that are consolidated in the Public Accounts. In addition there were protracted discussions with the Office of the Auditor General on the appropriate disclosure of some financial statement items.

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### Measure 8 – Evidence of adequate training sessions to demonstrate that employees are knowledgeable about financial procedures, policies and directives

- 218 participants received training through a variety of training techniques during the Fiscal year. Training information in the User Productivity Kit (UPK) tool has been updated and made available to users.
- Help desk tickets have declined by 1300 calls over the same period as last year with the majority of calls (60%) being security related (password resets and access requests). Of the 1300 fewer calls, business-process related calls have declined by 34% indicating a better understanding of business processes and procedures.



## KEY ACTIVITY 4: OFFICE OF THE CHIEF INFORMATION OFFICER

### Description

The Office of the Chief Information Officer (OCIO) is the lead for the development of an effective, comprehensive and current strategy for the development, management and use of the government's information resources in a manner that supports the government's strategic business goals and operational needs. The Division is also responsible for the GNWT's telecommunications policy.

### Major Program and Service Initiatives 2012-13

#### ***Knowledge Management Strategy (KMS) Implementation***

Completion and implementation of the renewed KMS will commence in 2012-13. Several new initiatives have been identified, and an implementation plan is presently being developed for 2012-13 through 2014-15.

#### ***Strategic Security Plan Implementation***

The implementation of a Strategic Security Plan is essential to the GNWT in order to ensure that the information assets held in trust by the GNWT are secured in accordance with legislative and policy requirements. The plan will allow the GNWT to implement security best practices, tools and methodologies to protect electronic information, withstand scrutiny of internal and external audits and be cost effective and justifiable.

The ongoing activities in 2012-13 will include the completion of the environmental security scan of the GNWT's technology infrastructure and application system assets, to establish a high-level threat/risk analysis, prioritize risks, and identify mitigation measures. A review and update of the current Security Policy and Standards is planned, and the inclusion of any new requirements in light of environment security scans. Development of a government-wide Business Continuity Plan is also identified as a key initiative in the strategic security plan to begin in 2012-13.

#### ***Electronic Records and Document Management System (ERDMS)***

The OCIO took on a coordinating role with the implementation of the ERDMS amongst government departments to ensure there was a coordinated approach to the selection and implementation of a common solution for government. The ERDMS will be used to store, organize, access and dispose of electronic business records.

The solution has been implemented in the Department of Public Works & Services, as well as the Legal Registries division of the Department of Justice. In 2012-13 the OCIO will lead the implementation of the solution in the three department; Environment and Natural Resources, Industry Tourism & Investment and Municipal and Community Affairs.

#### ***GNWT Participation in CRTC Regulatory Matters***

The GNWT's goal is to ensure that the interests of the GNWT and NWT residents are fully considered with respect to any decisions the Canadian Radio-Television and Telecommunications Commission (CRTC) and/or the Government of Canada may take with respect to existing regulated telecommunication services or other services (i.e. wireless, voice-over-internet-protocol (VOIP), internet, and satellite).

The key activities regarding CRTC regulatory matters are:

- Improve GNWT awareness of the CRTC regulatory environment.

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- Identify issues of concern to the GNWT arising from CRTC regulatory actions.
- Develop and present the GNWT's positions on matters, as needed.

## Measures Reporting

### Measure 1 – Knowledge Management Strategy

- A renewal of the KMS was undertaken during 2011-12 to reflect changes in both the business environment of the GNWT and the technological changes that have occurred since the development of the original KMS in 2002. The revised KMS will be finalized and submitted for approval in 2012-13.

The establishment of specific performance measures is a key initiative identified in the renewed strategy, and will be part of an exercise conducted with the Informatics Policy Council (IPC) in 2012-13. It is expected that these measures will include determining the value of capital investments in IT, better outcomes (on-time, on-budget) for major IT initiatives, benchmark comparisons for overall IT spending as compared to other governments and the increase in the use of IT for the delivery of programs and services online. A measurement framework is required to clearly demonstrate how IT adds value and ultimately improves GNWT operational efficiency and effectiveness as well as the delivery and accessibility of programs and services to Northerners.

### Measure 2 – Strategic Security Plan

- The ongoing implementation of the Strategic Security Plan will result in the following measures:
  - A complete and approved Electronic Information Security Management Framework
  - Improved awareness of the Security Framework by all GNWT staff
  - A working Security Incident Response Plan for the GNWT
  - Ongoing provision of expert advice on security and security-related issues

### Measure 3 – CRTC Regulatory Matters

- The ongoing monitoring of and participation in CRTC regulatory matters will result in the following measures:
  - Identification of key issues to both the GNWT specifically and the NWT in general resulting from CRTC regulatory hearings
  - The development of a GNWT position(s) on these issues
  - Participation in the CRTC hearings (if required)

### Measure 4 – Change Management Leadership

- The OCIO will be providing Change Management service offering for departmental projects which require Change Management advice on their Information Management, Information Systems and Information Technology projects. The following measures will be established:
  - Identification of demand levels for Change Management advice, including but not limited to IM/IS/IT initiatives
  - Establishment of baseline service offering, tools, templates and best practice guidance for projects and departments
  - Project acceptance ratings before and after Change Management processes are implemented

## KEY ACTIVITY 5: LIQUOR REVOLVING FUND

### Description

The Liquor Revolving Fund is established under the *Liquor Act* and provides working capital to finance the operations of the Liquor Licensing Board (Board), Liquor Licensing and Enforcement and the Liquor Commission (Commission).

The Liquor Licensing Board holds compliance hearings when violations of the *Liquor Act* and Regulations are brought forward by Enforcement. The Board also issues liquor licenses and permits.

Liquor Licensing and Enforcement is responsible for the enforcement of the Act and to provide training to licensees and permit holders on their obligations under the Act. Communities wishing to exercise their options under the *Liquor Act* receive assistance from Licensing and Enforcement.

The Liquor Commission is responsible for the purchase, warehousing, distribution and sale of all alcoholic beverages in the Northwest Territories.

The Board, Liquor Commission and Liquor Licensing and Enforcement are funded by the sale of alcoholic beverages.

### Major Program and Service Initiatives 2012-13

#### ***Liquor Commission***

Store contracts in Yellowknife, Inuvik, Norman Wells and Simpson will be expiring within the next three years. An assessment of the store models performance and consideration for changes in the local or regulatory environment will be needed prior to proceeding with procurement. An investigation of liquor store requirements will be conducted with continued development of business models that will deliver best results for liquor distribution in each community with liquor store service.

The recent deregulation of the Norman Wells store is expected to influence a challenge to the status of the other designated store in Fort Simpson and to liquor legislation. Research and analysis will be undertaken on the best approach including options for further development of regulations relevant to liquor stores and liquor sales and distribution.

#### ***Licensing and Enforcement***

The Licensee Handbook and forms will be accessible on line and licensees will be encouraged to use this means of communication where possible.

Continue to educate licensees and their staff on the *Liquor Act* via Server training, newsletters and other communications tools.

Communities will continue to be advised of their options under the *Liquor Act* and will be provided with information on a yearly basis and when required for specific requests.

Measures Reporting

Measure 1 - Liquor net income ratio will be equal to at least 50 percent of gross liquor revenue

- The NWT Liquor Commission achieved financial targets in the 2010-11 and is on target to meet the financial targets again this year. Net income ratio the past five years has exceeded the target 50% and is estimated to be higher than 50% in the current fiscal 2011-12 and in the fiscal year 2012-13.
- Five year performance History:

<u>For the year ended March 31</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>
Net profit as a percentage of sales	52.6	52.2	51.1	51.2	51.7

Measure 2 - Number of violations by liquor store operators

- There was excellent operational compliance with contracts, regulation and legislation by the liquor store and warehouse operators this year. The operations of all liquor outlets are monitored monthly and visited periodically by headquarters management.

Measure 3 - Number of social responsibility campaigns and programs

- During the fiscal year the Liquor Commission participated on the Canadian Liquor Jurisdictions' Social Responsibility Committee, working to provide products that are socially responsible, and incorporated responsible messaging into product sales. In addition the Liquor Commission actively promoted the following seven programs throughout the year.
  - Techniques of Alcohol Management, a liquor store server program.
  - Check 25, a program intended to prevent service to minors.
  - Alcohol warnings, messaging targeted to pregnant mothers and operators of motorized vehicles.
  - FSAD poster and brochure campaign.
  - Be prepared to talk to your children about alcohol booklet provides information regarding alcohol and youth and was available in our stores and to relevant institutions such as schools, medical clinics and drug and alcohol committees.
  - #TAXI, a program that facilitates the easy access to TAXI services through a common cell phone number (#TAXI).

Measures 4 - Operations are managed efficiently and comply with legislation, regulation and policy

- The operational structure of the Liquor Commission consists of a headquarters administrative staff of nine and a network of seven stores and two warehouses, operated by private contractors. Five of the private agency stores operate with inventory on consignment from the Commission and the two Yellowknife stores purchase inventory directly from the Yellowknife warehouse. Sales to consumers and licensees are realized through their purchase of liquor products from the consignment stores and warehouses, and the sales of the two private Yellowknife stores are realized through their purchase of products from the warehouse. The operating cost to deliver the sales and administration is 11% of sales revenue.

Measure 5 - Education of licensees with regard to the *Liquor Act*

- 100% of all licensees were provided with a licensee handbook and a copy of the *Liquor Act* and *Regulations*.
- 100% of requests from licensees for server training were delivered within 3 months of the request.

Measure 6 - Training of Liquor Inspectors

- All new inspectors received one-on-one training and all inspectors are provided with on-going support.

Measure 7 - Provide advice to communities (community options)

- Communities are provided with general information on community options

## ***c) Responding to Priorities of the 17<sup>th</sup> Assembly***

### **Priority 1 – Build a Strong and Sustainable Future for our Territory**

#### **Description**

Achieving an increase to our borrowing limit

#### **Actions to Date**

In March 2012, it was announced that the federally-imposed borrowing limit would be raised to \$800 million from \$575 million.

#### **Planning Actions for 2012-13**

Finance will continue to work with Finance Canada on finalizing the proposed regulations and amend the required NWT Legislation and Policy to ensure consistency.

#### **Participating Departments**

None

### **Priority 3 – Strengthen and Diversify our Economy**

#### **Description**

- Making strategic infrastructure investments such as:
  - Mackenzie Valley Fibreoptic Link

#### **Actions to Date**

The project was screened in by P3 Canada for consideration under Round 3 of the P3 Canada Fund. Finance is completing a business case analysis to assess the viability of the project, risks, socio-economic benefits, and potential procurement strategies.

#### **Planning Actions for 2012-13**

Once the project business case is completed, reviewed by Standing Committee and approved by the GNWT, the results will be presented to the P3 Canada Board for consideration under Round 4 of funding.

#### **Participating Departments**

Public Works and Services

## **Member Priorities**

### **Description**

Find new revenue sources

### **Actions to Date**

Finance has lead Revenue Roundtables with the private sector focusing on revenue generation for the past several years.

### **Planning Actions for 2012-13**

Finance will assess increases to tobacco, liquor and property tax rates to match inflation as appropriate. Department fees will be inflation-adjusted on a regular basis. Finance will also continue to propose new potential revenue sources for consultation. Work will continue with the federal government to ensure adequate federal transfers from Territorial Formula Financing and other Federal transfers.

### **Participating Departments**

All

The Department of Finance is also a participating department in the following activities:

- Negotiating and implementing a devolution final agreement;
- Making strategic infrastructure investments such as the Inuvik-Tuktoyaktuk highway;
- Find efficiencies government-wide, possibly conducting zero-based reviews of one of more Departments;
- Work with Health and Social Services to prepare and negotiate the renewal of the Territorial Health System Sustainability Initiative; and
- Develop a medium to long-term capital plan which reflects the *Fiscal Responsibility Policy* and new borrowing limit

## ***d) Infrastructure Investments***

### **Planned Activities – 2012-13**

#### ***Electronic Records and Document Management System***

A capital budget of \$500,000 was approved for 2009-10 to conduct a detailed analysis across government and determine the common business needs/requirements with respect to electronic records and documents. This phase of the project was completed in April 2010 and involved meeting with over 200 GNWT employees across all departments, including the NWT Housing Corporation and facilitating workshops to determine how information (paper and electronic) is managed today and identifying requirements to be addressed.

The second phase of the project identified and selected (through a competitive RFP process) a solution that best meets the common needs of the organization. This phase completed in late 2010. A pilot implementation was completed in the Department of Public Works and Services in 2011-12.

The solution will be implemented in three additional departments in 2012-13, including ENR, ITI and MACA.

#### ***Security Infrastructure Tools and Improvements***

The OCIO will create a Disaster Recovery and Business Continuity plan for the GNWT, as well as the introduction of specific Security related tools to assist with the acquisition of Intrusion Detection and Prevention tools (hardware and software) that will provide better protection and reporting around potential malicious intrusions and attempted intrusions in the GNWT's IT environment.

#### ***System for Accountability and Management Strategic Plan***

A strategic plan will be developed for SAM outlining potential increases in functionality to meet other GNWT information and business needs. The plan will also address the timing and magnitude of version upgrades and ongoing coordination with the Department of Human Resources Peoplesoft System.



## e) Legislative Initiatives

### Planned Activities – 2012-13

#### ***Territorial Borrowing Limit***

A review is currently underway by Finance Canada and the GNWT to create regulations that will clearly define what is included in the territorial borrowing limit for all three territories. The new borrowing limit will include borrowing instruments that are not covered by the current limit, including loan guarantees and capital leases.

The FAA, which provides the Financial Management Boards' legislative authority, will have to be amended to reflect the new definition of borrowing. It is anticipated that a Legislative Proposal will be entered into the legislative review process in late 2012-13, following the release of regulations outlining the new definition by Finance Canada.

#### ***Financial Administration Act***

The last major review of the FAA was undertaken in 1987. As a result of the changes in the operating environment and other issues that have arisen over time, the current FAA no longer effectively meets the needs of GNWT operations.

A Legislative Proposal to amend the FAA has been drafted and will be entered into legislative review process in early 2012-13. If approved, legislative drafting will be required to amend the FAA to align the legislation with the GNWTs' current operating environment and best practices; also providing a legislative framework for improved accountability and effective and efficient use of government resources.

#### ***Petroleum Products Tax Act***

A proposal to amend the *Petroleum Products Tax Act* will be submitted to the 17<sup>th</sup> Assembly. The changes in the redrafted legislation will be largely administrative in nature, and should have no impact on the majority of end users who purchase petroleum products from retail dealers. There will be an impact on retail dealers and operators of bulk storage facilities as the new legislation is intended to require them to register with the GNWT, as is the case with tobacco product retailers. The immediate impact of the changes resulting from the PPTA rewrite will fall mainly on smaller volume collectors who will no longer be eligible for collector status, and monthly and quarterly periodic reporters who will no longer be able to claim refunds for excessive tax on fuel use.

#### ***Northern Employee Benefits Services***

The Department continues to work on solutions to the regulatory and financial issues affecting the NEBS Pension Plan. Research is currently underway by the Department to identify legislative options for the NEBS Pension Plan while ensuring these options are in the best interests of NWT residents and employers.

#### ***Tax Legislation***

The Department typically amends legislation in order to implement any tax initiatives in the annual territorial budget. These initiatives generally cannot be known in advance. Amendments to NWT tax legislation may be proposed following revenue consultations.

## f) Human Resources

### Overall Human Resource Statistics

#### All Employees

	2011	%	2010	%	2009	%	2008	%
Total	111	100	108	100%	109	100%	97	100%
Indigenous Employees	53	48%	48	44%	48	44%	47	49%
Aboriginal	31	28%	26	24%	27	25%	23	24%
Non-Aboriginal	22	20%	22	20%	21	19%	24	25%
Non-Indigenous Employees	58	52%	60	56%	61	56%	50	51%

Note: Information as of December 31 each year.

#### Senior Management Employees

	2011	%	2010	%	2009	%	2008	%
Total	12	100%	12	100%	11	100%	13	100%
Indigenous Employees	5	42%	5	45%	4	36%	5	39%
Aboriginal	2	17%	1	9%	1	9%	1	8%
Non-Aboriginal	3	25%	4	36%	3	27%	4	31%
Non-Indigenous Employees	7	58%	7	55%	7	64%	8	61%
Male	10	83%	10	83%	9	82%	10	77%
Female	2	17%	2	17%	2	18%	3	23%

Note: Information as of December 31 each year.

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%
Total	20	100%	10	100%	13	100%	11	100%
Female	6	30%	3	30%	4	31%	2	18%
Male	14	70%	7	70%	9	69%	9	82%

Note: Information as of December 31 each year.

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%
Total	1	1%	1	1%	1	1%	1	1%

Note: Information as of December 31 each year.

**Position Reconciliation**

This information differs from the employee information on the preceding page; Human Resource information reflects actual employees as of December 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

**Active Positions**

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Main Estimates</b>
Total	120	3	123
Indeterminate full-time	107	3	110
Indeterminate part-time	-	-	-
Seasonal	-	-	-
Liquor Revolving Fund	13	-	13

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
P3 Analyst	Yellowknife	HQ	Added	Support P3 Policy and Framework
Fuel Tax Officer	Yellowknife	HQ	Added	Taxation Support
Change Management Leader	Yellowknife	HQ	Added	Support Departmental Projects

**Other Human Resource Information**

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011. The information is current as of December 31, 2011.

<b>Summer Students</b>				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
10	10	5	5	-

<b>Interns</b>				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
1	1	1	-	-

<b>Transfer Assignments (In)</b>				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
13	5	3	2	8

<b>Transfer Assignments (Out)</b>				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
2	1	1	-	1

**Activities Associated with Staff Training & Development**

The Department allocated financial resources and identifies training and development opportunities for employees to demonstrate its commitment to the professional growth of staff. Examples include:

- Six employees were enrolled in project management specific training.
- One employee received the Project Management Professional designation.
- Two employees registered in the Managers Leadership Development program.
- Three employees enrolled in the GNWT Leadership Training program.
- Six employees enrolled in Financial Accounting Courses.
- One employee is enrolled in the Bachelor of Commerce program.
- Two employees received Financial Modeling specific training.
- Four employees are enrolled in the CGA program.
- Five employees received Consultation Framework Training.

- Four employees are pursuing a Professional Auditing Designation.
- One employee acquired a Professional Auditing Designation.
- One employee received Change Management training and certification.
- Staff attended various training sessions, conferences and sessions during the year for work purposes, development purposes and/or to maintain professional designations.

## ***g) Information Systems and Management***

### **Overview**

#### ***System for Accountability and Management***

The Department of Finance is responsible for the operation of the GNWT's System for Accountability and Management which is the government's financial information system. The system is integrated with Peoplesoft Human Capital Management system which is operated by the Department of Human Resources. In addition, the system interfaces with several stand-alone financial systems in various departments. It also captures information associated with procurement activities before the GNWT actually enters into any contractual obligations.

As a corporate information system, the Department has instituted an inter-departmental Executive Steering Committee to oversee the strategic planning and direction of the system. An interdepartmental SAM Business Advisory Committee provides on-going operational advice to the management group responsible for maintaining the system. In addition, a user group has been established to maintain ongoing feedback on the performance of the system and opportunities for improvement.

### **Planned Activities - 2012-13**

#### ***System for Accountability and Management***

At the time that Oracle PeopleSoft Financials was selected as our ERP of choice the GNWT purchased a large suite of modules that were to be implemented over 2 or 3 continuous phases. The current project is the GNWT's first move towards expanding the functionality with the previously uninstalled modules and expanding the ERP into non-transactional type activities. This initiative is part of the GNWT's overall ERP system strategy for its intended use of Oracle PeopleSoft Financials.

#### ***Strategic Sourcing***

PeopleSoft Enterprise Strategic Sourcing will provide the GNWT/NWTHC the power to streamline its RFX (request for quote, request for proposal, and so forth) processes, conduct real-time auctions, and strategically award contracts and purchase orders.

#### ***Supplier Contract Management***

PeopleSoft Enterprise Supplier Contract Management is the application that creates and enforces better supplier contracts. It is a key component of Oracle's PeopleSoft Enterprise Supplier Relationship Management (SRM), the integrated suite that can dramatically reduce the client's supply management costs. Supplier Contract Management is built with Clause and Contract functionality that can take the data currently residing in a file system and bring it into the database. This can help automate the negotiation between GNWT and key suppliers

The functionality of these two modules will make it possible for the GNWT/NWTHC to use one ERP system (SAM) for the majority of the Procure-to-Pay process. The scope of the project will include incorporating the functionality and requirements of the current GNWT/NWTHC Legacy Systems so that their use can be discontinued.

***Project & Portfolio Management***

The OCIO will continue efforts to provide consistent Project Management tools and Application Lifecycle Management tools and processes for departments in 2012-13. A current pilot project within Health and Social Services, Environment and Natural Resources/Industry, Tourism and Investment's Shared Services and the Technology Services Centre will be expanded in 2012-13 to include remaining departments interested in using the product to help gain control of the management of their departmental projects and applications. This will include roll out of a common training curriculum for new users as well as creation of common reports and interfaces to help departments see trends, do better forecasting and planning both within the IS/IT divisions as well as for the departmental business plans.

The technology to be used is delivered through a Software-as-a-Service delivery model, whereby the GNWT purchases the "service" from a vendor for a monthly fee per user. This reduces the need for large capital expenditures to purchase and maintain the software in-house. The product does not capture any personal or sensitive information, and therefore no ATIPP or security concerns are raised. This delivery model presents a very economical solution at a reasonable price. Departments are expected to pay for their individual license costs through their operations budgets.

# HUMAN RESOURCES





# **1. OVERVIEW**

## **MISSION**

Supporting excellence in the GNWT public service through the delivery of innovative, quality human resource services.

## **GOALS**

1. Support to management's human resource decision-making that results in productive and positive human resource management practices.
2. Integrated, client-focused programs and services that are simple, timely and consistent.
3. Streamlined and simplified administrative systems and processes.
4. Recruitment and retention of a capable, competent public service that is representative of the people it serves and that focuses on results.
5. A work environment that promotes employee development, safety and wellness and that offers an opportunity for positive labour/management relations.

## **KEY ACTIVITIES**

- Directorate
- Human Resource Strategy and Policy
- Management and Recruitment Services
- Corporate Human Resources
- Employee Services
- Regional Operations

## 2. EMERGING ISSUES

### Demographic Changes

The aging population and workforce is expected to have significant impacts on Canadian policy development over the coming decades, highlighted by health care, pension, and intergenerational care giving challenges. In the NWT, the population changes will place increased expectation and demand of suitable, age appropriate government services and programs (e.g., pre-school to home care to dementia). The GNWT workforce is also aging, but encompasses a multi-generational span (18 to 65 years of age).

With a multi-generational workforce, employee health issues/costs, family care responsibilities, work-life balance expectations, and social technology use mean the GNWT must explore innovative approaches for employee recruitment, engagement and talent management. There is a strong need to continue programs for staff development and cross transfer of corporate knowledge and skills amongst the multi-generations throughout the organization.

The Canadian Aboriginal population is the fastest growing segment in the Canadian labour force. Within the NWT, the Aboriginal population is 50.9%; spread throughout the NWT. Given this, the GNWT must anticipate that a large amount of the prospective and growing labour force resides in communities outside of Yellowknife.

The NWT population, consistent with the global trend, is also continuing to gravitate to urban centers. The NWT Bureau of Statistics' Population Share, by Community Type information indicates that overall, Yellowknife has increased from 31.4% of the territorial population in 1981 to 45.5% in 2011. The population in the regional centres of Hay River, Fort Smith and Inuvik has decreased from 27.5% in 1981 to 22.1% in 2011. As well, the population in small communities has declined from 41.0% in 1981 to 32.3% in 2011. Given the changing nature of the population, delivery approaches for GNWT programs and services may need to be changed. (Numbers represent communities of the NWT only.)

### Promoting Northern Employment

The GNWT has focused on developing a northern workforce, including negotiating compensation and benefits aligned with northern recruited employees. However, due to several factors including the recent net-out migration, the complexity of public service jobs, and a retiring population, the NWT labour market cannot meet the demand to fill positions for public programs.

While the number of northerners with post-secondary education or specialized training and experience has grown, the demand for these individuals has also increased. The GNWT continues its Maximizing Northern Employment initiative to attract, identify, and develop high performing northern talent through its intern and summer student programs. These programs also emphasize the benefits of establishing a career in the public service.

The GNWT supports the utilization of secondments to and from community and Aboriginal governments to build public service capacity at all levels of government. Secondments are a mechanism to share workforce knowledge and provide opportunities for individuals to enhance skills and experience. Ongoing communication with Aboriginal and community governments to identify opportunities is required to make public service capacity development successful.

## *Human Resources*

### **Competitive Market and Labour Shortages**

The GNWT experiences a number of recruitment and retention challenges including cost of living, accessibility to services, infrastructure limitations, and family needs. The GNWT competes with neighboring jurisdictions and other northern employers for knowledgeable, skilled staff.

While the GNWT's overall compensation package is competitive, some sectors offer immediate, short-term benefits (e.g., referral bonuses and signing bonuses) which may be attractive to a section of the workforce. The GNWT's goal is a sustainable public service – one that balances the need to invest in the public service with the need to remain fiscally prudent.

Nation-wide, there are severe labour shortages in some occupational groups. While health care shortages have received much attention, there are other skilled occupational areas (e.g., engineers, program specialists, financial) that are also difficult to recruit. The GNWT has a corporate approach to promotion and marketing of careers, but also uses targeted recruitment strategies to reach diverse audiences in order to help enhance the quality of the applicant pool for specific occupational shortages.

Changes to the GNWT employment opportunities portal have been made to better leverage the GNWT brand, emphasize the size and the diversity of job opportunities, remove barriers, and efficiently communicate with applicants.

### **Devolution and Self-Government**

The GNWT signed a Devolution Agreement in Principle with the Government of Canada which will require the Department of Human Resources to carry out a range of significant human resource responsibilities to prepare for the inclusion of new functions and the associated new employees. Implementation of the Devolution Final Agreement will mean a massive upfront workload for the Department of Human Resources and also provides opportunities for innovative organizational design, recruitment, and strategic management of diverse human capacity. Continued focus on implementation of the NWT Public Service Strategic Plan, including ongoing renewal of human resources policy and legislation; negotiation of new terms and conditions of employment in collective bargaining; systems enhancements to PeopleSoft; enhanced partnerships with client departments and agencies and the unions as well as developing metrics and measures to gauge success, will ensure that the GNWT is positioned to effectively and efficiently implement Devolution and welcome new employees.

The GNWT is involved with Aboriginal governments in the negotiation of self-government agreements for the delivery of programs and services. Subject to the final negotiated agreements, programs and employees will be transferred on the effective date of the agreement, or at some point in the future. The effective implementation of self government agreements will require a significant amount of work in the field of human resources to ensure a smooth transition. The Department of Human Resources provides support to GNWT negotiating and implementation teams with respect to human resource matters.

### **Demands on the Public Service**

The complexity of public service jobs is constantly shifting driven by technological, social, regulatory, and workforce adjustment change. Growing public scrutiny and demand for accountability and transparency of GNWT programs and services is driving the need for review and evaluation.

## *Human Resources*

Greater awareness of roles and responsibilities, embracing new ideas/opportunities, and continuing GNWT support for actions developed to implement *20/20: A Brilliant North, the NWT Public Service Strategic Plan* is intended to help increase employee commitment to the public service. Within the Department of Human Resources there are significant ongoing demands for staff around; technology and systems advancements, policy and legislative renewal; enhancing relationships with clients, employees, and bargaining units; and building quantitative measures and metrics for clients and employees.

### 3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the department’s operation expenses and revenues.
- b) **Key Activities** describes the department’s major programs and services, including strategic activities, as well as results to date and measures.
- c) **Responding to Priorities** describes current major activities the department is undertaking in supporting the priorities identified by the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the department’s planned infrastructure investments for 2012-13.
- e) **Legislative Initiatives** provides a summary of the department’s legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2012-13.

#### a) Fiscal Position and Budget

##### DEPARTMENTAL SUMMARY

	Proposed Main Estimates 2012-13	Revised Estimates 2011-12	Main Estimates 2011-12	Actuals 2010-11
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OPERATIONS EXPENSE</b>				
Directorate	607	656	607	1,114
Human Resource Strategy and Policy	7,134	6,829	6,830	6,350
Management and Recruitment Services	3,970	3,970	3,969	3,931
Corporate Human Resources	12,371	12,531	12,289	8,790
Employee Services	14,080	14,717	14,099	13,860
Regional Operations	4,634	4,517	4,627	4,778
<b>TOTAL OPERATIONS EXPENSE</b>	<b>42,796</b>	<b>43,220</b>	<b>42,421</b>	<b>38,823</b>
<b>REVENUES</b>	<b>250</b>	<b>1,000</b>	<b>1,000</b>	

## OPERATION EXPENSE SUMMARY

	Estimates 2011-12	Forced Growth	Initiatives	Other Adjustments	Internal Reallocations	Budget 2012-13
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
<b>Directorate</b>						
Directorate	607					607
<b>Total Activity</b>	<b>607</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>607</b>
<b>Human Resource Strategy &amp; Policy</b>						
Management	2,368			(100)	(953)	1,315
Information Systems	2,837	81			358	3,276
Research & Reporting	234				(234)	0
Quality Assurance	244				3	247
Finance & Corp Support	367				186	553
Policy and Communications					640	640
Amortization	780	323				1,103
<b>Total Activity</b>	<b>6,830</b>	<b>404</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>7,134</b>
<b>Management &amp; Recruitment Services</b>						
Management	1,131				(793)	338
Human Resource Services	2,287				386	2,673
Allied Health	551	1			407	959
<b>Total Activity</b>	<b>3,969</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,970</b>
<b>Corporate Human Resources</b>						
Management	4,839				(932)	3,907
Job Evaluation & Org Design	1,188				(251)	937
Labour Relations	1,237	301		(220)	449	1,767
Employee Dev & Workforce Plan	1,740				575	2,315
Recruitment Support	3,285	1			159	3,445
<b>Total Activity</b>	<b>12,289</b>	<b>302</b>	<b>0</b>	<b>(220)</b>	<b>0</b>	<b>12,371</b>
<b>Employee Services</b>						
Management	1,085				(652)	433
Payroll	1,893			(20)	166	2,039
Benefits	10,680	1			96	10,777
Data Management	441				390	831
<b>Total Activity</b>	<b>14,099</b>	<b>1</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>14,080</b>
<b>Regional Operations</b>						
Northern Region	2,419					2,419
Southern Region	2,208	7				2,215
<b>Total Activity</b>	<b>4,627</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,634</b>
<b>TOTAL DEPARTMENT</b>	<b>42,421</b>	<b>715</b>	<b>0</b>	<b>(340)</b>	<b>0</b>	<b>42,796</b>

*Human Resources*

**REVENUE SUMMARY**

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>GRANT FROM CANADA</b>				
<b>TRANSFER PAYMENTS</b>				
Type 1				
Type 2				
Type 3				
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TAXATION REVENUE</b>				
Type 1				
Type 2				
Type 3				
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL REVENUES</b>				
Sunlife Recoveries		1,000	1,000	
Type 2				
Type 3				
<b>TOTAL</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>OTHER RECOVERIES</b>				
Sunlife Recoveries	250			
Type 2				
Type 3				
<b>TOTAL</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRANTS IN KIND</b>				
Type 1				
Type 2				
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL</b>				
Deferred Capital Contributions				
Other				
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>	<b>250</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>



## ***b) Key Activities***

### **KEY ACTIVITY 1: DIRECTORATE**

#### Description

The **Directorate** provides leadership and direction to the Department of Human Resources (DHR). The Directorate also provides strategic/corporate human resource advice to the Minister as well as to Deputy Ministers and Deputy Heads across the GNWT.

#### Major Program and Services 2012-13

The Directorate will focus on its leadership and advice functions. Specific areas of leadership focus will include successful conclusion of collective bargaining with the Union of Northern Workers (UNW), the Northwest Territories Teachers' Association (NWTTA), and the Northwest Territories Medical Association (NWTMA); improving Human Resource management in the NWT; strengthening linkages with client departments and agencies; and human resource planning for Devolution.

#### Collective Bargaining

The collective agreements which set out terms and conditions of employment with the UNW and the NWTTA, and the NWT Physicians contract all expire in the 2012 calendar year. On behalf of the GNWT, DHR is working towards negotiating new contracts that

- Ensure that the GNWT is fiscally sustainable in the long term
- Increase flexibility in work scheduling to support more effective program delivery
- Improve equity and fairness to all employees and simplify the collective agreement.

The overall goal is to balance positive, constructive relations with employees and their representative organizations with sound fiscal management and good governance.

#### Improving Human Resource Management in the NWT

DHR will continue the implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan* to engage the public service in improving and delivering programs and quality services to Northwest Territories residents. Released in 2009, this ten-year plan with the accompanying action plans, details the strategic objectives, actions, time frames, and measurable targets which will guide the human resource and succession planning of the government.

The *NWT Public Service Strategic Plan* includes supporting the development of the public service in community and Aboriginal governments across the NWT. The Public Service Capacity for Local Governments initiative is a partnership between DHR, the Department of Municipal and Community Affairs, the NWT Association of Communities, and the Local Government Administrators of the NWT and addresses the recruitment and retention challenges faced by local governments.

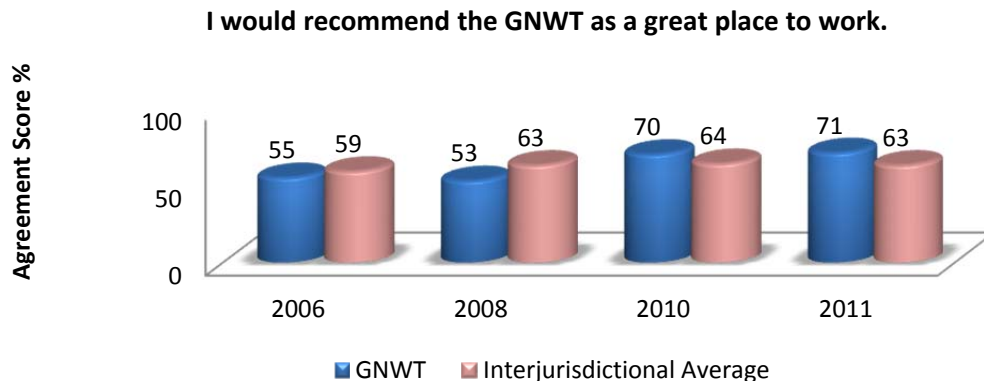
## Human Resources

The 20/20 Action Plan and Results Reports for 2009-10 and 2010-11 were tabled in the Legislative Assembly. The 2011-12 results report will be tabled in 2012-13. DHR will implement a new four-year action plan (2012-13 to 2015-16) to support the implementation of key strategic initiatives such as the potential devolution of lands, water and resources; and to continue to support the following five strategic goals laid out in the *20/20 Strategic Plan*:

- Fixing/Maintaining the Foundation
- Attraction and Recruitment
- Engagement and Retention
- Learning and Development
- Success and Succession

Employee engagement and satisfaction surveys were conducted in 2006, 2008, 2010, and 2011 to provide baseline information and a continuing measure of the engagement and satisfaction of employees working for the GNWT. Survey information is released to employees and the public on the DHR website.

Similar employee engagement and satisfaction surveys are conducted by other public sector jurisdictions which allow for comparison across Canada. The GNWT continues to outperform the inter-jurisdictional average. GNWT employees are more likely to recommend the GNWT as a great place to work in comparison to employee recommendations in other jurisdictions.



### Human Resources Process Improvements / Service Partnership Agreements

In addition to overall responsibility for the *NWT Public Service Strategic Plan*, the Directorate leads strategies that support Goal 1 of Fixing the Foundation. DHR is making significant progress on the goal of Fixing the Foundation; specifically stabilizing the core transactional human resources services that DHR provides to client departments and agencies.

To continue to improve on the effectiveness of transactional human resource services, DHR initiated a business process review for the transactional processes related to pay and benefits. The business process review approach is intended to improve timeliness, accuracy, relevance and effectiveness of pay, benefits and data management services within the GNWT. A priority in 2012-13 will be to implement changes to transactional processes identified in the Business Process Improvement Plan. Overall, DHR will work to reflect a continuous improvement approach where services are regularly reviewed and enhancements are made.

DHR has enhanced its partnership with stakeholder groups to ensure the public service as a corporate resource is managed in a way that promotes stability, retention and maximum effectiveness. The Deputy Ministers' Human Resources Committee, the Client Advisory Group and other communities of interest such as the Directors of Finance and Directors of Policy offer forums for discussion of shared issues, challenges and identification of solutions. DHR engages with these groups on a regular basis to review key frameworks, policies and tools as well as timing and approaches. Ongoing stakeholder engagement is a priority.

As a shared service provider, DHR engages with clients to provide services corporately. Shared service models allow governments to operate more efficiently and provide for a more consistent level of service delivery from internal support services. Service Partnership Agreements (SPAs) are a common tool for defining the relationship between the shared services centre and its clients by outlining the responsibilities of both parties to this relationship. Partnership components are being developed to provide improved service delivery. The SPA process is being piloted in 2012-13 with the Health and Social Services system.

DHR conducts a client satisfaction survey to gauge satisfaction with the services and tools provided by DHR. In 2010-11, overall, nearly 75% of respondents were satisfied or very satisfied with the services provided. DHR would like to improve the overall response rating to 80% in 2012-13.

#### Devolution - Human Resource Planning and Implementation

As outlined in the Devolution Agreement in Principle, a significant amount of work is involved in ensuring a smooth transition of human resources from the Government of Canada to the GNWT as part of the devolution of responsibility for lands, water and resources. Management of the affected human resources and preparing to welcome new employees to deliver the new responsibilities is a critical piece in preparing for the final agreement and implementation.

Implementation of the Devolution agreement creates a significant human resource management workload. There are several key items which will require planning by the Department of Human Resources both prior to and following the effective date for Devolution including organizational design, job evaluation, staffing of positions critical to the support of and implementation pre-Devolution, onboarding, and benefit documentation. DHR is implementing the NWT Public Service Strategic Plan which will support the effective and efficient implementation of Devolution.

A human resources lead position has been created in the Department of Executive to be responsible for HR devolution implementation.

## **KEY ACTIVITY 2: HUMAN RESOURCE STRATEGY AND POLICY**

### *Description*

The **Human Resource Strategy and Policy (HRSP) Division** is responsible for the development and review of government-wide resource management strategies, legislation, policies, guidelines, and practices. The Division provides quality assurance services to ensure that legislation, policies, guidelines and practices are consistently and fairly applied. Research, analysis and reporting is also undertaken and coordinated through this Division.

**Policy and Communications** provides strategic planning, legislative and policy support to the Minister and Deputy Minister and supports departmental information and communication activities.

**Financial Services** coordinates financial planning and corporate services for DHR including records management services.

**Human Resource Information System** provides government wide information systems and tools, as well as DHR specific applications.

### *Major Program and Service Initiatives 2012-13*

Upon successful conclusion of collective bargaining, DHR will focus on the implementation of new terms and conditions of employment for all employee groups. HRSP will provide support for implementation activities associated with the conclusion of collective bargaining including systems, communications, and policy development.

The GNWT is working to meet its legal obligations to provide French language communications and services under the NWT *Official Languages Act*. The Department has a key role in advising and supporting Departments and Agencies in meeting their bilingual human resource needs towards implementation of enhanced communications and services in French. Staffing of an Advisor, French Language Services position is ongoing. In addition to advising on bilingual human resource needs, the position will lead the development of DHR's French language service plans.

DHR will continue to review the human resource policy framework to identify significant issues as well as to increase employee understanding of human resource programs and services through proactive and integrated communications. DHR is undertaking an overhaul of its external and internal websites to provide timely and relevant information.

Financial Services will undertake activities to improve financial forecasting and continue with ongoing updates to DHRs' Administrative and Operational Records Classification System.

The Department is also focused on the transition of the Human Resource Information System from PeopleSoft 8.9 to PeopleSoft 9.1. After completion of the PeopleSoft upgrade and towards the end of the 2012-13 fiscal year, work will begin on the ePerformance Project which will streamline the existing manual performance evaluation process.

### Measure 1 – Successful Completion of Policy And Legislation Reviews

The *Public Service Act* was amended to remove the restriction that prevented the appointment of more than three Staffing Review Officers. The amendment allowed for an increase in the number of Staffing Review Officers available to hear appeals to improve appeal and competition timeframes.

The Workplace Conflict Resolution Policy was replaced by the Harassment Free and Respectful Workplace Policy in August 2011. The Harassment Free and Respectful Workplace Policy provides definitions for workplace harassment; personal harassment; emphasizes early intervention and informal resolution; outlines key roles and responsibilities; and provides a formal investigation method for resolution of conflicts. A Guide to Applying the Harassment Free and Respectful Workplace Policy was developed to assist managers and employees to understand their responsibilities under the policy by identifying examples of behaviours that can constitute harassment.

The Duty to Accommodate Injury and Disability Policy also came into effect in August 2011. The Duty to Accommodate Injury and Disability Policy ensures that employees are provided with the disability-related accommodations they need in a timely and reasonable manner. Guidelines for application of the policy and accommodation process were developed to ensure the GNWT, unions, managers and employees understand their responsibilities to identify safe, timely and reasonable measures to accommodate employees.

DHR led an inter-departmental Screening Working Group to review GNWT policy regarding screening processes and criminal records checks for contractors and non government organizations (NGO's). This work concluded Government established NGO's are legally obligated to create and administer their own procedures to safeguard against abuse including criminal records checks on their own employees. The Department continues to review internal administrative processes regarding criminal records checks and makes any necessary changes if gaps are found.

The Department continues its work on a systematic overhaul of the Human Resource Manual (HRM) to the HRM Action Plan. In March 2011, the collective agreements and employees handbooks were made available in HTML. HRM sections are being revised to direct readers through links to the relevant article or subject while providing guidelines for managers on how to implement and instructions for managers and employees on how to process. HRM changes related to the successful negotiation of collective bargaining agreements and handbooks will be a priority in 2012-13.

### Measure 2 – Communication

DHR provides proactive and integrated communications to ensure employee and public understanding of human resource programs and services. A "Meet our People" campaign was launched in 2011-12 with ten employees sharing their career paths, experiences working in the North and why they like working for the GNWT. "Meet our People" is intended to honour GNWT staff, profile the range of opportunities and benefits within the GNWT, and to give northerners a chance to meet the people working on their behalf. Many GNWT employees are considered excellent role models, at work, as well as within their respective communities.

A review of DHR external website was carried out in 2011-12, and improvements to the site will begin in 2012-13.

Measure 3 – Human Resources Information System Updates

In April 2011, the final phase of eRecruit, the Government's on-line recruitment and staffing system was launched. Implementation of eRecruit was carried out in three phases. Phase one in January 2010 allowed individuals to view job ads and apply for jobs-online. An immediate benefit was a reduction in paper-based processes. Phases two and three further enhance the recruitment process for managers, recruiters, and applicants. These phases provide:

- Requisition approvals on-line
- Pre-screening functionality
- Built in workflow for job posting and offer approvals
- Notifications and alerts to keep managers and applicants aware of their application status
- Streamlined hire from eRecruit to the PeopleSoft Job Record
- Reporting/tracking of recruitment metrics.

DHR worked with the Department of Health and Social Services to implement a shift scheduling software system for health services in locations across the NWT. The shift scheduling software interacts with existing GNWT systems to allow for increased staffing levels and organizational efficiency by forecasting labour needs. Forecasting labour needs help minimize employee overtime and reduces the time spent on scheduling administration. The GNWT Shift Scheduling Project started in July 2011. The application has been tested by the Implementation Team and training documentation has been created using the Oracle User Productivity Kit (UPK) to allow for on-line access to operational information and training. End-user training and roll-out of the application to the Health Authorities began in March 2012.

## KEY ACTIVITY 3: MANAGEMENT AND RECRUITMENT SERVICES

### Description

The **Management and Recruitment Services Division (MRS)** is responsible for the provision of front-line general human resource services including strategic advice to government-wide management.

**Human Resources Services** provides general human resource services through two client service centers Yellowknife and Thchq. Human Resource Services include recruitment, administration of job competitions, labour relations advice, job description preparation, employee development and support to managers for human resource planning and employee recognition.

**Allied Health Recruitment Unit** provides specialized recruitment of allied health professional in all regions.

**Human Resource Operations** provides comprehensive advice and support to guide recruitment and retention.

### Major Program and Service Initiatives 2012-13

Upon successful conclusion of collective bargaining, DHR will focus on the implementation of new terms and conditions of employment for all employee groups. MRS will provide support for client department and agency implementation activities associated with the conclusion of collective bargaining.

DHR has developed a Business Process Improvement Plan. MRS will focus on implementation of on-boarding and off-boarding process recommendations.

DHR client service managers will support implementation of the Service Partnership Agreements (SPA) pilot between DHR and the health and social services system to improve service and client satisfaction.

The Department will continue refinement of eRecruit data collection and reporting.

DHR will focus support to client department and agency managers with changes to human resources programs and services resulting from implementation of the *20/20: A Brilliant North, NWT Public Service Strategic Plan*. MRS will continue to support the implementation of departmental human resource plans.

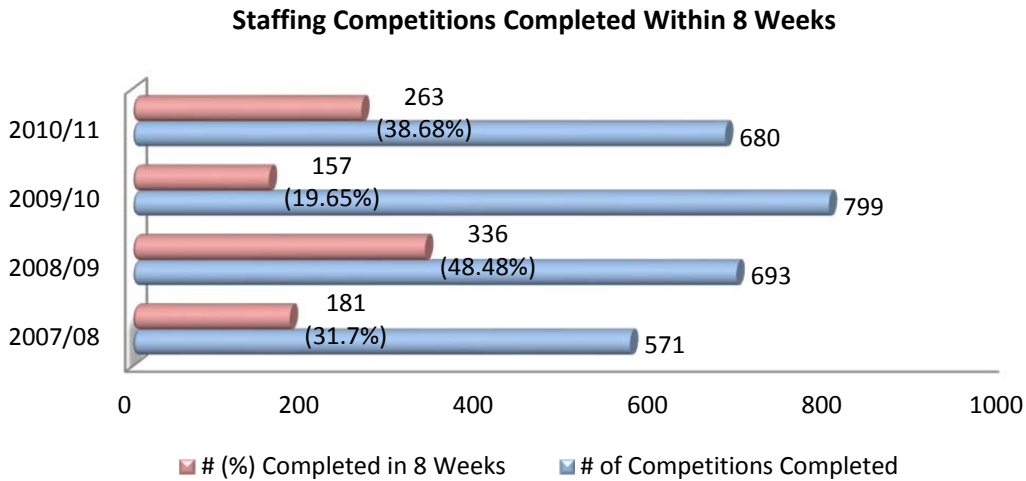
The Allied Health Recruitment Unit will focus on revitalizing the allied health casual pool.

### Measure 1 – Staffing Competitions

The percentage of staffing competitions completed within 8 weeks increased over last year. DHR has focused on improving the recruitment process in the GNWT. Phases 2 and 3 of eRecruit, the Government's on-line recruitment and staffing system, were launched in March 2011. These phases

## Human Resources

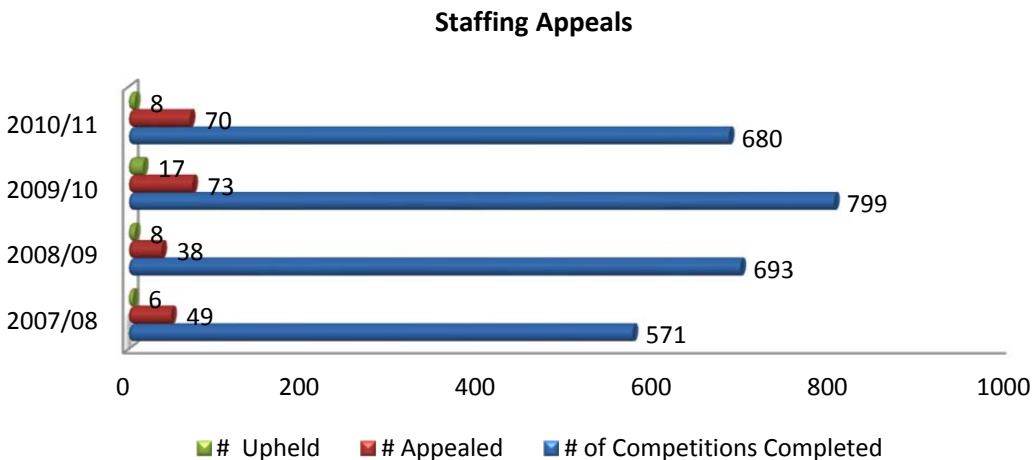
further enhance the recruitment process for managers, recruiters, and applicants. The improved functionality allows for online screening of candidates, establishes a single point of entry into the selection process, provides improved metrics to clients and DHR, and reduces paper processes.



eRecruit user training is ongoing with courses offered regularly through the GNWT Training Calendar. During 2012-13, MRS will focus on the ongoing training needs of human resource staff and managers involved with staffing to ensure they can access and utilize the functionality of eRecruit.

### Measure 2 – Staffing Appeals

The staffing appeals process provides for public accountability of appointments to public service positions made by competition. Staffing Review Officers provide an independent review of the competition made by determining whether procedural fairness occurred in the application of applicable legislation, regulations, policies, directives and procedural guidelines. In 2010/11, out of a total of 680 competitions, just over 1% of competitions completed were upheld in appeal.



DHR tracks appeals from receipt to decision notification to meet legislated deadlines. DHR works



with staffing practitioners and Staffing Review Officers to decrease times for appeal decisions to be rendered. In 2011-12, the number of Staffing Review Officers increased from three to six with the aim to reducing the time it takes for appeals to be completed. Ongoing in-service training for staffing practitioners as well as training for selection committee members on GNWT staffing procedures helps to ensure understanding of the staffing process and contributes to a reduction in appeals.

## **KEY ACTIVITY 4: CORPORATE HUMAN RESOURCES**

### Description

The **Corporate Human Resources Division** is responsible for leading government-wide human resource management programs and undertaking the strategic management of terms and conditions of employment for public servants that promote harmonious labour/management relations, productive work environments, and fair and consistent treatment of staff. The Division is responsible for leading the implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

**Job Evaluation and Organizational Development** coordinates the evaluation of GNWT positions through implementation of the Hay Job Evaluation System, provides training on the job evaluation system, maintains GNWT organization charts and provides advice and support to management on organizational development.

**Labour Relations** provides advanced labour relations advice to managers and human resource staff including collective agreement and other employment contract interpretations.

**Recruitment Support Unit** provides specialized recruitment advice as well as planning and implementation of specialized recruitment programs, strategies and initiatives.

**Employee Development and Workforce Planning** manages the development and implementation of government-wide human resource management programs particularly in the areas of retention; workforce planning; employee recognition; management and leadership development; health and wellness; diversity; and employee training and development.

### Major Program and Service Initiatives 2012-13

DHR is focused on collective bargaining negotiations. Upon successful conclusion of bargaining human resource policy impacts, cost effective approaches and government wide and departmental implementation activities associated with the end of collective bargaining negotiations will be the priority.

A new four-year action plan has been developed for the continued implementation of the NWT Public Service Strategic Plan *20/20: A Brilliant North*. The new action plan will build on the successes of the first three years and DHR is moving from development to implementation on a number of initiatives.

DHR continues to promote the GNWT as an inclusive workplace. Through a voluntary survey, where employees with disabilities are encouraged to anonymously self identify, the GNWT will establish base line statistics on the number of employees in the public service that have disabilities. For the survey purposes, disability is defined as: a physical condition, a mental condition, a medical condition, or a social/emotional condition that restricts the performance of one or more of a person's significant life activities, for an extended period (longer than six months or on a recurring or intermittent basis). In addition, DHR is offering one-day workshops that consider issues of disability and explore attitudes and awareness as they apply in the GNWT workplace. The GNWT Advisory Committee on Employability will continue to provide advice and recommendations on initiatives to increase representation and that make the GNWT an employer of choice for persons with disabilities.

Aboriginal Cultural Awareness training is under development. DHR has created a draft framework that sets out the GNWT’s desire to increase Aboriginal cultural awareness and appreciation within the workforce. The goal is to have the curriculum developed and the training piloted in fall 2012. Modules will explore the importance of culture and cultural awareness, the Aboriginal people of the Northwest Territories, Aboriginal rights, the history of the NWT from an Aboriginal perspective, as well as current issues for Aboriginal people in the North. The Aboriginal Employees Advisory Committee (AEAC) will continue to provide advice and recommendations on initiatives to increase representation and to make the GNWT an employer of choice for Aboriginal persons.

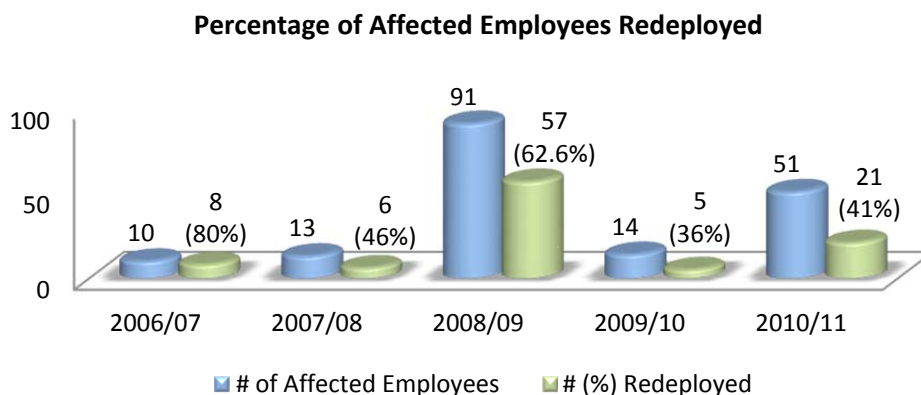
DHR is developing and implementing an occupational health and safety program across the GNWT. DHR will coordinate the establishment of a GNWT Occupational Health and Safety Advisory Committee (GNWT OHSAC) in 2012-13. This standing program/policy advisory committee will be comprised of representatives from across the workforce, the UNW and the NWT. The committee will consult in a cooperative manner to make recommendations to the Deputy Ministers’ Human Resources Committee on the development, implementation and continuous improvement of the GNWT Occupational Health and Safety (OHS) Program. Program development is being led by DHR and will be based on recommendations received from the GNWT OHSAC. The GNWT OHS Program will provide procedures, templates and guidelines required by departments, boards and agencies to implement an OHS program which, in turn, will ensure the safety of employees while at work.

DHR facilitates the delivery of a leadership development program to enhance skills among managers and prepare them for future growth opportunities within GNWT management. A comprehensive review of the program has been completed and a request for proposal to update leadership development training will be issued in 2012-13.

DHR provides specialized recruitment analysis and program support. The Department will continue to focus on the GNWT’s Maximizing Northern Employment Initiative for students and graduates. DHR, in partnership with the health and social services system, will administer health human resources and undertake promotion of health and social services careers in the NWT.

**Measure 1: Percentage of Affected Employees Redeployed**

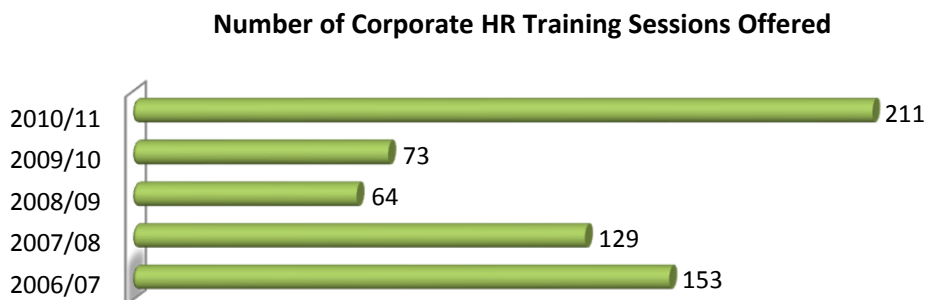
The GNWT is committed to the redeployment and retraining of employees where circumstances require employee lay-off. DHR assists client department and agencies when they determine lay-offs are required to ensure fair treatment of employees and adherence to the *Staff Retention Policy*.



## Human Resources

### Measure 2: Number of Corporate HR Training Sessions Offered

The GNWT supports employee lifelong learning by offering a variety of courses and workshops. DHR, in response to client department and agencies needs, co-ordinates training opportunities through the online GNWT Training Calendar. The 2010-11 course offerings included labour relations training, pre-retirement, employee orientation as well as those provided by learning partners such as management and leadership through Aurora College; workplace safety through the Workers Safety and Compensation Commission; and health and wellness with the GNWT Employee and Family Assistance Program provider Shepell.fgi.



### Measure 3: Number of Harassment Free and Respectful Workplace Policy Investigations Completed

The GNWT ensures a positive work environment through ongoing training for managers and employees. In addition, DHR provide strategic human resource advice and guidance to program managers on a range of positive management practices. Manager understanding and acceptance of this advice with incorporation into everyday work practices can result in prevention and early resolution of conflicts.

Year	# of Complaints Received & Formally Assessed	# that met Mandate / Investigated	# Completed in Fiscal Year	# Ongoing
2006/07	10	3	3	0
2007/08	10	3	3	0
2008/09	12	4	4	0
2009/10	15	5	2	3
2010/11	15	7	5	2

NOTE: In August 2011, the Harassment Free and Respectful Workplace Policy replaced the Workplace Conflict Resolution Policy (WCRP). Complaints prior to August 2011, were received, assessed and investigated under the WCRP.

Some complaints do not meet the mandate of existing policy, but warrant further investigation. In addition, client departments and agencies may initiate investigations for workplace issues that fall outside the mandate of the Harassment Free and Respectful Workplace Policy.

**Misconduct Investigations**

Year	# Completed	# of DHR Investigations*	# of Departmental Investigations**
2006/07	9	6	3
2007/08	7	3	4
2008/09	5	2	3
2009/10	2	2	0
2010/11	8	4	4

\*Investigations completed by Department of Human Resources Investigator position.

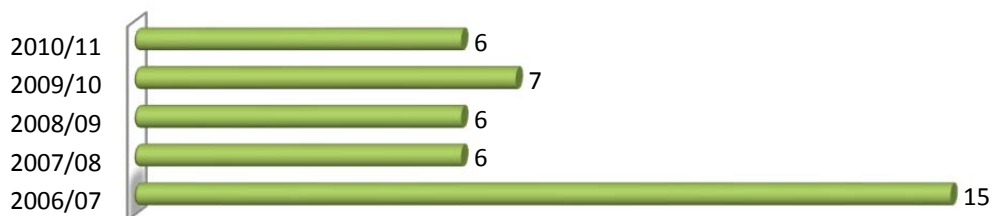
\*\*Investigations completed by Departments with assistance of Investigator position.

DHR provides training to supervisors and managers to assist in their development and to reinforce their positive management practices.

**Measure 4: Number of Arbitration Hearings Completed**

Management of arbitrations is a joint process between the Union and the GNWT, requiring agreement between the parties on how to reach resolution. Senior Labour Relations staff and UNW representatives meet each month to address outstanding grievances referred to arbitration with the intent to resolve them to the mutual satisfaction of both parties or schedule them for arbitration. The arbitration hearing schedule was increased from one week per month, to two weeks per month commencing February 2010, with arbitrators confirmed through December 2011.

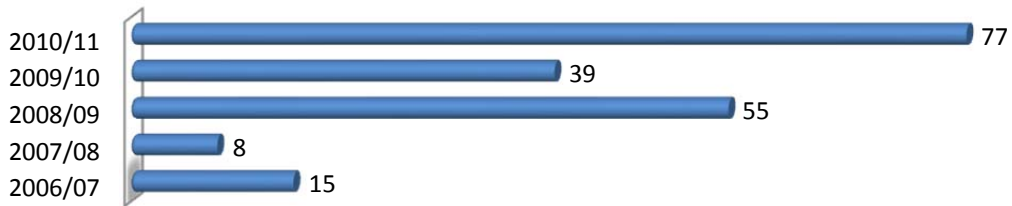
**Number of Arbitration Hearings Completed**



**Measure 5: Number of Grievances Settled**

Human resource management practices such as monitoring employee performance, supporting employee development and ensuring staff have the tools they need to do their job are the responsibility of program managers. Client service managers provide strategic human resource advice and guidance to program managers on a range of positive management practices. Manager understanding and acceptance of this advice with incorporation into everyday work practices can result in a lower number of grievances.

**Number of Grievances Settled**

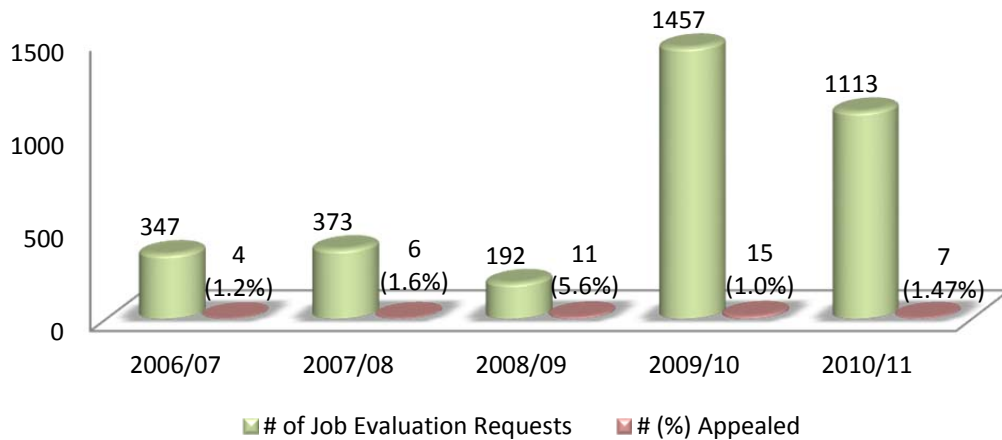


DHR provides regular labour relations training to supervisors and managers to assist in their development and to reinforce their positive management practices. DHR will focus support to client department and agency managers with changes to human resources programs and services resulting from implementation of the NWT Public Service Strategic Plan.

Measure 6: Percentage of Job Evaluations Appealed

Job evaluation is the analysis and evaluation of the required know-how, problem solving, accountability and working conditions of a job. The result establishes the relative value of a job within the GNWT and establishes a position’s level of pay. DHR provides advice and guidance related to proposed departmental reorganization projects and performs job evaluations for all departments, boards and agencies. It is responsible for periodic reviews of benchmark job families and subsequent reviews of jobs across the GNWT that fall within those families. Job evaluation appeals are received when an excluded or UNW employee disagrees with the Job Evaluation Committee’s evaluation of their position.

**Percentage of Job Evaluations Appealed**



## KEY ACTIVITY 5: EMPLOYEE SERVICES

### Description

The **Employee Services Division** is responsible for providing compensation, benefits, and data management services for the public service.

The **Payroll Office** provides payroll services for all GNWT full-time, part-time, and casual employees, including boards and agencies such as the Health and Social Services Authorities and Divisional Boards of Education. The Payroll Office is also responsible for paying other individuals who provide services to the GNWT such as honoraria recipients, physicians, judges and MLAs.

The **Benefits Section** delivers employee benefits services for Headquarters employees. There is also a team of specialized Benefit Officers who provide counseling on extended leave and retirement processes for all GNWT employees.

The **Data Management Section** is responsible for the entry and management of employee data for Headquarters employees. A team of Data Management Specialists carries out the more complex data management transactions for all GNWT employees.

### Major Program and Service Initiatives 2012-13

Implementation of recommendations will continue from the Business Process Improvement work undertaken in 2011/12, with an emphasis on transactional efficiencies and documenting processes.

Upon successful conclusion of collective bargaining, DHR will focus on the implementation of new terms and conditions of employment for all employee groups. Employee Services will provide support for implementation activities associated with the conclusion of collective bargaining.

During 2012-13, a Service Partnership Agreement will be piloted with the GNWT Health System. Employee Services will measure and report on services delivered in the areas of payroll administration and benefits administration.

DHR will create a policy setting out the criteria for producing off cycle cheques.

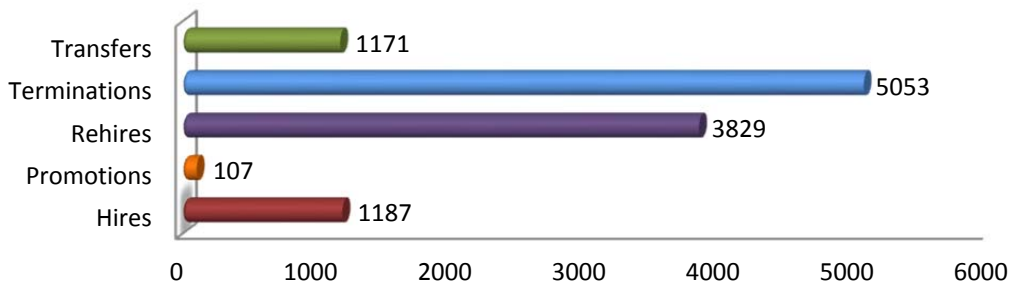
The participation of Employee Services staff will be integral to DHR's planned upgrade to the PeopleSoft system in 2012-13.

### Measures Reporting

#### Measure 1 – Employee Data Transactions (number of hires, rehires, transfers, promotions and terminations)

Efficient and accurate entry of employee information into the Human Resources Information System is required to assign employees to the appropriate pay and benefits groups. In 2010-11, DHR processed 11,347 employee transactions for hires, rehires, transfer, promotions and terminations.

**2010-11 Employee Transactions**

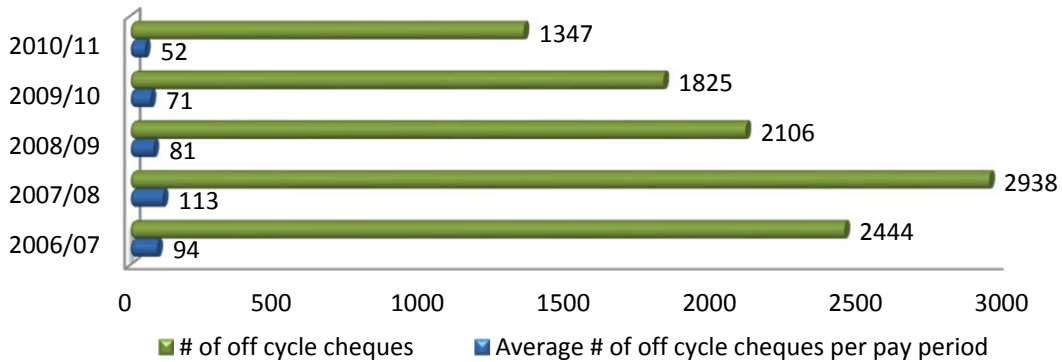


Termination transactions include resignations, retirements, as well as the completion of temporary employment (e.g., summer students). Between April 1, 2010 and March 31, 2011, DHR completed 3,891 final pays.

Measure 2 – Number of Off Cycle Cheques Produced

Off cycle cheques are produced outside the regular pay schedule to provide cheques for employees who have missed pay, require a pay correction that cannot wait until the next pay day or to issue a final pay.

**Number of Off Cycle Cheques Produced**

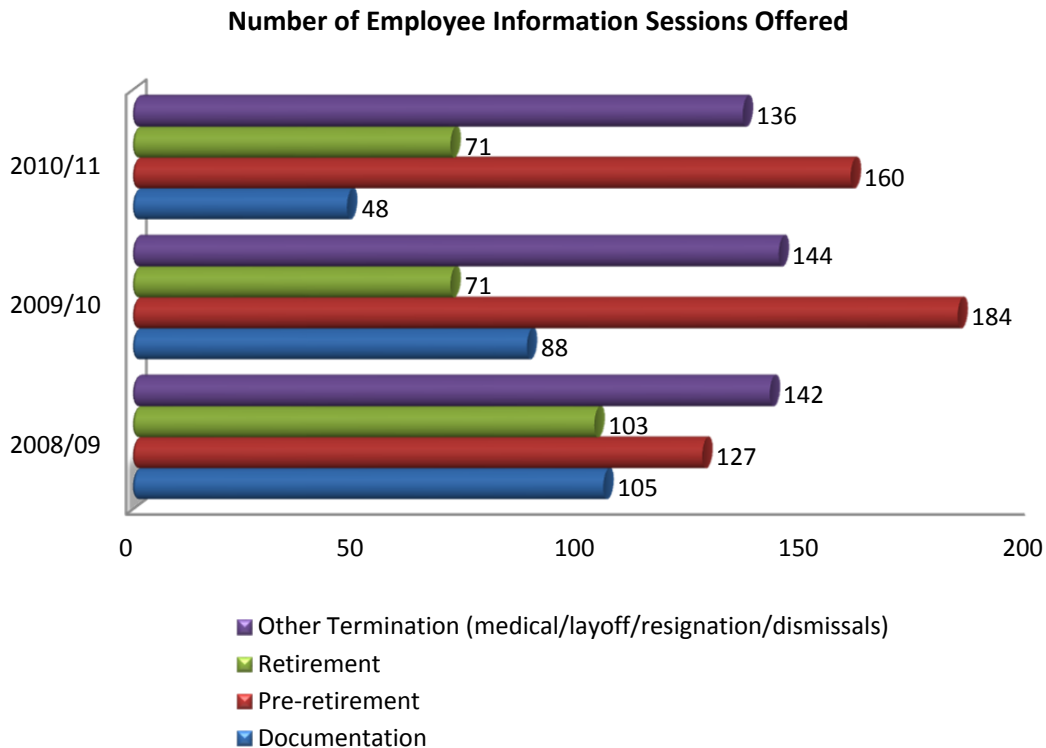


The production of off cycle cheques is not an effective use of human resources and has significant impact on the ability of the payroll staff to focus on daily payroll functions. In 2009-10, 28% of off cycle cheques produced were required as a result of self-service errors. In 2010-11, 31% of off cycle cheques were required as a result of self service errors. New employees are introduced to self service as part of initial employee documentation. On-going self service training for employees and managers is available. In addition, step by step time sheet entry instructions as well as frequently asked questions on self service are available on the DHR website.



Measure 3 – Number of Employee Information Sessions Offered

DHR provides information sessions to employees on entitlements to benefits that are part of the GNWT compensation package. Benefits include the pension plan, group life and disability insurance benefits, dental, extended health care (e.g., prescription drugs) as well as leave plans (sick, special, deferred).



During 2009-10, documentation of casual employees was changed from in person documentation sessions to provision of a documentation package with the job offer.

Effective April 2011, the Public Service Pension Centre in Shediac, New Brunswick took over responsibility for counselling all contributors to the Public Service Pension Plan, including GNWT employees, on Pension Benefit Entitlements. DHR continues to provide support and counselling to employees on entitlements to GNWT benefits, including severance pay, extended leave, leave payouts, etc. In 2010-11, DHR provided counselling to GNWT employees when proceeding on extended leave as follows:

- 137 employees proceeding on maternity and/or parental leave were counseled.
- 13 employees proceeding on education leave with allowance were counseled.
- 49 employees who submitted disability claims received counselling.
- 234 employees proceeded on personal leave without pay (PLWOP). This can be for education purposes, relocation of spouse, or just leave without pay. Approximately 35% of these employees required and received counselling dependent upon the length of the leave.
- 180 employees proceeded on sick leave without pay (SLWOP). Approximately 50% of these employees required and received counselling dependent upon the length of the leave.

## **KEY ACTIVITY 6: REGIONAL OPERATIONS**

### *Description*

The Regional Service Centres are responsible for the provision of front-line general human resource services, as well as strategic advice and guidance in the areas of human resource planning to regional management that support the recruitment and retention of the public service. Human resource services include recruitment, labour relations advice, job description preparation, employee development, and support for human resource planning and employee recognition. In addition, the service centres offer benefit and data management services for regional employees.

The **Northern Region** consists of the Inuvik and Sahtu Service Centres.

The **Southern Region** consists of Fort Smith, Hay River, and Dehcho Service Centres.

The Human Resources Helpdesk, located in Inuvik, is a corporate function reporting to the Assistant Deputy Minister of Human Resources. The Helpdesk is the first point of contact for GNWT employees and managers who require information, advice, assistance or counselling on human resource issues.

### *Major Program and Service Initiatives 2012-13*

Implementation of recommendations will continue from the Business Process Improvement work undertaken in 2011-12, with an emphasis on transactional efficiencies and documenting processes.

Upon successful conclusion of collective bargaining, DHR will focus on the implementation of new terms and conditions of employment for all employee groups. Regional operations will provide support for implementation activities associated with the conclusion of collective bargaining.

DHR regional operations will focus on ensuring managers and employees receive support, information and advice on human resources programs and services.

### *Measures Reporting*

The regional HR service centres deliver all departmental programs and services and are captured in corporate measures reporting.

#### Measure 1: Percentage of Helpdesk inquiries completed by immediate response, and within one week

DHR operates a Helpdesk to streamline and track responses to employees' inquiries as well as capture workflow information. Depending on the nature of the inquiry, Helpdesk questions can be resolved almost immediately or take much longer to conclude. For example, the correction of a data entry mistake might be completed within hours, but more complicated issues such as adjusting pensions or buying-back past service might involve other governments and take months to fully resolve. Analysis of the inquiries to date indicates that considerable time is spent addressing simple issues such as forgotten passwords or predefined procedures available to employees such as time entry instructions and time codes

Year	Phone Queries		E-mail Queries		All Issues Ticketed	
	Average Resolved Immediately	Average Ticketed	Average Resolved Immediately	Average Ticketed	Closed within 7 Days	Average # of Days to Close
2007/08*	80%	20%	45%	55%	62%	18.22
2008/09	77.2%	22.9%	47.1%	52.8%	39%	11.71
2009/10	79%	21%	53%	47%	71%	13.7
2010/11	77%	23%	60%	40%	64%	15.28

\*The HR Helpdesk was established in 2007. Statistics are from December 2007 to March 31, 2008.

During the 2009-10 fiscal year, the Department of Finance implemented the System for Accountability & Management (SAM). As part of this transition, a SAM Helpdesk was established. Although separate from the HR Helpdesk, the two departments share software and a single database. The statistics broken down above of inquiries received by phone and e-mail are inquiries from external clients to the Department of Human Resources only. The statistics of “all issues ticketed” include inquiries from external clients, those for the SAM Helpdesk, as well as internal requests from HR staff to other Divisions within HR. Beginning in 2008-09, Helpdesk has been used by HR staff for internal requests. A closed call can be reopened at any time, which will change the closed date well into the future of the original ticket date.

## **c) Responding to Priorities of the 17<sup>th</sup> Assembly**

The Department of Human Resources, in support of *Believing in People and Building on the Strengths of Northerners*, works to build and maintain a professional public service through implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

### **Priority 1 – Build a Strong and Sustainable Future for our Territory**

#### **Description**

Strengthening our relationships with Aboriginal and other northern governments:

- Foster close relationships with Aboriginal and community governments through training and support programs to help build confident and capable Aboriginal and community governments.
- Partner with community and Aboriginal governments to improve program and service delivery where possible.

#### **Planned Activities for 2012-13**

- The NWT Public Service Strategic Plan has ongoing funding to implement initiatives designed to support development of and enhance the capacity of community and Aboriginal governments across the NWT. DHR participates on a Public Service Capacity for Local Governments Steering Committee along with the Department of Municipal and Community Affairs (MACA), the NWT Association of Communities (NWTAC), and the Local Government Administrators of the NWT (LGANT). The Public Service Capacity for Local Governments Initiative includes a number of strategies to address the recruitment and retention challenges faced by community and Aboriginal governments. It developed a series of initiatives aimed at recruiting, training and retaining local government administrators and establishing local governments' ability to assess their own operational strengths and needs.
- The GNWT supports the utilization of intergovernmental secondments to build public service capacity at all levels of government. Secondments are a mechanism to share workforce knowledge and provide opportunities for individuals to enhance skills and experience.
- The GNWT advertises, upon request, Aboriginal government employment opportunities on the GNWT website and has a direct link to the employment opportunities with community governments to widen the potential recruitment pool for community and Aboriginal governments.
- The GNWT will make available to Aboriginal and community governments courses and workshops offered through the GNWT training calendar if space is available and the training is appropriate to the organization.

**Participating Departments**

- All

**Priority 2 – Increase employment opportunities where they are needed most**

**Description**

Decentralizing more GNWT positions:

- As part of planning for devolution implementation, consideration will be given to overall organizational design for the GNWT and in particular, location of new positions being established.

**Planned Activities for 2012-13**

- DHR provides advice and guidance to GNWT management on organizational development. It also provides organizational design support for Devolution and to those Departments requesting assistance related to proposed departmental reorganization projects.
- The GNWT must have a knowledgeable and experienced public service to be able to provide a continuity of program and service delivery for transferred responsibilities. A Director, Devolution – HR lead position has been created in the Department of Executive to be responsible for coordinating HR devolution implementation. A Devolution Human Resources Intergovernmental Working Group has been formed. Members include senior management in the Department of Human Resources, an assistant negotiator from the Devolution Office with the Department of Executive and senior management and human resource practitioners from Aboriginal Affairs and Northern Development (AAND).
- The implementation of Devolution will result in an increased workload for DHR related to organizational design, job description writing, the evaluation of jobs and potential job evaluation appeals, recruitment on boarding, orientation, and subsequent re-organizational shifts.
- DHR will continue to focus on implementing the NWT Public Service Strategic Plan and Fixing the Foundation to ensure the GNWT is positioned to effectively and efficiently implement Devolution and will also provide support on human resources impacts and requirements related to pay and benefit comparison, organizational design, job descriptions, and job evaluation.

**Participating Departments**

- Executive, Department of Human Resources

## ***d) Infrastructure Investments***

### ***Planned Activities – 2012-13***

#### **ePerformance Project**

The Department of Human Resources has a 2012-13 Capital Project. The ePerformance module is a web-deployed performance management system that provides managers, employees, and HR administrators with greater ability to monitor and manage the overall performance process.

## *e) Legislative Initiatives*

### *Planned Activities – 2012-13*

The Department of Human Resources is undertaking background research on priority legislative initiatives and will propose these as appropriate in the future.

## f) Human Resources

### Overall Human Resource Statistics

#### Employees

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>182</b>		<b>184</b>		<b>183</b>		<b>168</b>		<b>164</b>	
<b>Indigenous Employees</b>	<b>112</b>	<b>62%</b>	<b>113</b>	<b>61%</b>	<b>109</b>	<b>59%</b>	<b>107</b>	<b>64%</b>	<b>93</b>	<b>57%</b>
<b>Aboriginal</b>	<b>63</b>	<b>35%</b>	<b>65</b>	<b>35%</b>	<b>61</b>	<b>33%</b>	<b>60</b>	<b>36%</b>	<b>52</b>	<b>32%</b>
<b>Non-Aboriginal</b>	<b>49</b>	<b>27%</b>	<b>48</b>	<b>26%</b>	<b>48</b>	<b>26%</b>	<b>47</b>	<b>28%</b>	<b>41</b>	<b>25%</b>
<b>Non-Indigenous Employees</b>	<b>70</b>	<b>38%</b>	<b>71</b>	<b>39%</b>	<b>74</b>	<b>40%</b>	<b>61</b>	<b>36%</b>	<b>71</b>	<b>43%</b>

Note: Information as of December 31.

#### Senior Management

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>7</b>		<b>9</b>		<b>9</b>		<b>6</b>		<b>6</b>	
<b>Indigenous Employees</b>	<b>6</b>	<b>85%</b>	<b>7</b>	<b>78%</b>	<b>6</b>	<b>66%</b>	<b>5</b>	<b>84%</b>	<b>4</b>	<b>67%</b>
<b>Aboriginal</b>	<b>1</b>	<b>14%</b>	<b>2</b>	<b>22%</b>	<b>2</b>	<b>22%</b>	<b>1</b>	<b>17%</b>		<b>0%</b>
<b>Non-Aboriginal</b>	<b>5</b>	<b>71%</b>	<b>5</b>	<b>56%</b>	<b>4</b>	<b>44%</b>	<b>4</b>	<b>67%</b>	<b>4</b>	<b>67%</b>
<b>Non-Indigenous Employees</b>	<b>1</b>	<b>14%</b>	<b>2</b>	<b>22%</b>	<b>3</b>	<b>33%</b>	<b>1</b>	<b>17%</b>	<b>2</b>	<b>33%</b>
<b>Male</b>	<b>0</b>	<b>0%</b>	<b>2</b>	<b>22%</b>	<b>2</b>	<b>22%</b>	<b>1</b>	<b>17%</b>	<b>0</b>	<b>0%</b>
<b>Female</b>	<b>7</b>	<b>100%</b>	<b>7</b>	<b>78%</b>	<b>7</b>	<b>78%</b>	<b>5</b>	<b>83%</b>	<b>6</b>	<b>100%</b>

Note: Information as of December 31

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>3</b>		<b>3</b>		<b>1</b>		<b>4</b>		<b>4</b>	
<b>Male</b>	<b>1</b>	<b>33%</b>	<b>1</b>	<b>33%</b>	<b>1</b>	<b>100%</b>	<b>2</b>	<b>50%</b>	<b>2</b>	<b>50%</b>
<b>Female</b>	<b>2</b>	<b>67%</b>	<b>2</b>	<b>67%</b>	<b>0</b>	<b>0%</b>	<b>2</b>	<b>50%</b>	<b>2</b>	<b>50%</b>

Note: Information as of December 31

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>5</b>	<b>2.7%</b>	<b>2</b>	<b>1.1%</b>	<b>2</b>	<b>1.1%</b>	<b>2</b>	<b>1.2%</b>	<b>1</b>	<b>0.6%</b>

Note: Information as of December 31



Position Reconciliation

This information differs from the employee information on the preceding page; human resource information reflects actual employees as of March 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	<b>2011-12</b>	<b>Change</b>	<b>2012-13</b>
	<b>Main Estimates</b>		<b>Main Estimates</b>
Total	193	(1)	192
Indeterminate full-time	193	(1)	192
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
Assoc Director/Super	Ft. Smith	SS	Deleted	SI-Refocusing Government-MACA
Assoc Director/Super	Ft. Simpson	SS	Deleted	SI-Refocusing Government-H&SS
Assoc Director/Super	Inuvik	SS	Deleted	SI-Refocusing Government-ECE
Labour Relations Advisor	Yellowknife	HQ	Deleted	Sunset-Arbitration Case Backlog
Labour Relations Advisor	Yellowknife	HQ	Added	FG-Arbitration & Human Rights
Hearings				
Labour Relations Advisor	Yellowknife	HQ	Added	FG-Arbitration & Human Rights
Hearings				
Senior Advisor	Yellowknife	HQ	Added	Internal Reallocation

## Human Resources

### Other Human Resource Information

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011.

<b>Summer Students</b>				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
21	21	13	8	

Note: Information as of August 17

<b>Interns</b>				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
4	4	3	1	

Note: Information as of December 31

<b>Transfer Assignments (In)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
31	21	15	6	10

Note: Information as of December 31

<b>Transfer Assignments (Out)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
21	16	10	6	5

Note: Information as of December 31

### Activities Associated with Staff Training & Development

DHR provided support for a number of employees to participate in staff training and development activities. Employee learning and development objectives are established through learning plans. Individual objectives and training requirements associated with training and development are identified as part of the performance planning and review process.

Developmental opportunities for DHR employees were offered in a variety of areas including project work in a team environment related to business process redesign and collective bargaining, as well as individual opportunities as labour relations coordinator, HRIS trainer and manager positions. DHR

corporate employee development included customer service training in professional email etiquette and SharePoint as a collaborative tool to help employees work more efficiently and effectively. DHR employees also had the opportunity to develop skills providing noon hour work coverage to share in providing exceptional customer service to clients.

DHR held three training conferences for regional and headquarters staff in fall 2011. The five day Data Management Training Conference held in Yellowknife in September covered general data entry management, quality assurance, specialized entry of various pay groups (e.g., relief, seasonal, job shares, etc.) as well as business process improvements and “how to” processes. The two day Management and Recruitment Services conference held in Yellowknife in October covered ethics and confidentiality in HR, e-Recruit, service partnership agreements, business process improvements, the Managers Toolkit as well as a general overview of DHR involvement with devolution. The three day Benefits / MTA Conference was also held in Yellowknife in late October and covered employment types and eligibility to contribute to the Public Service Pension Plan, relocation processes, ultimate removal, medical travel assistance, and ethics and confidentiality.

## *g) Information Systems and Management*

### Overview

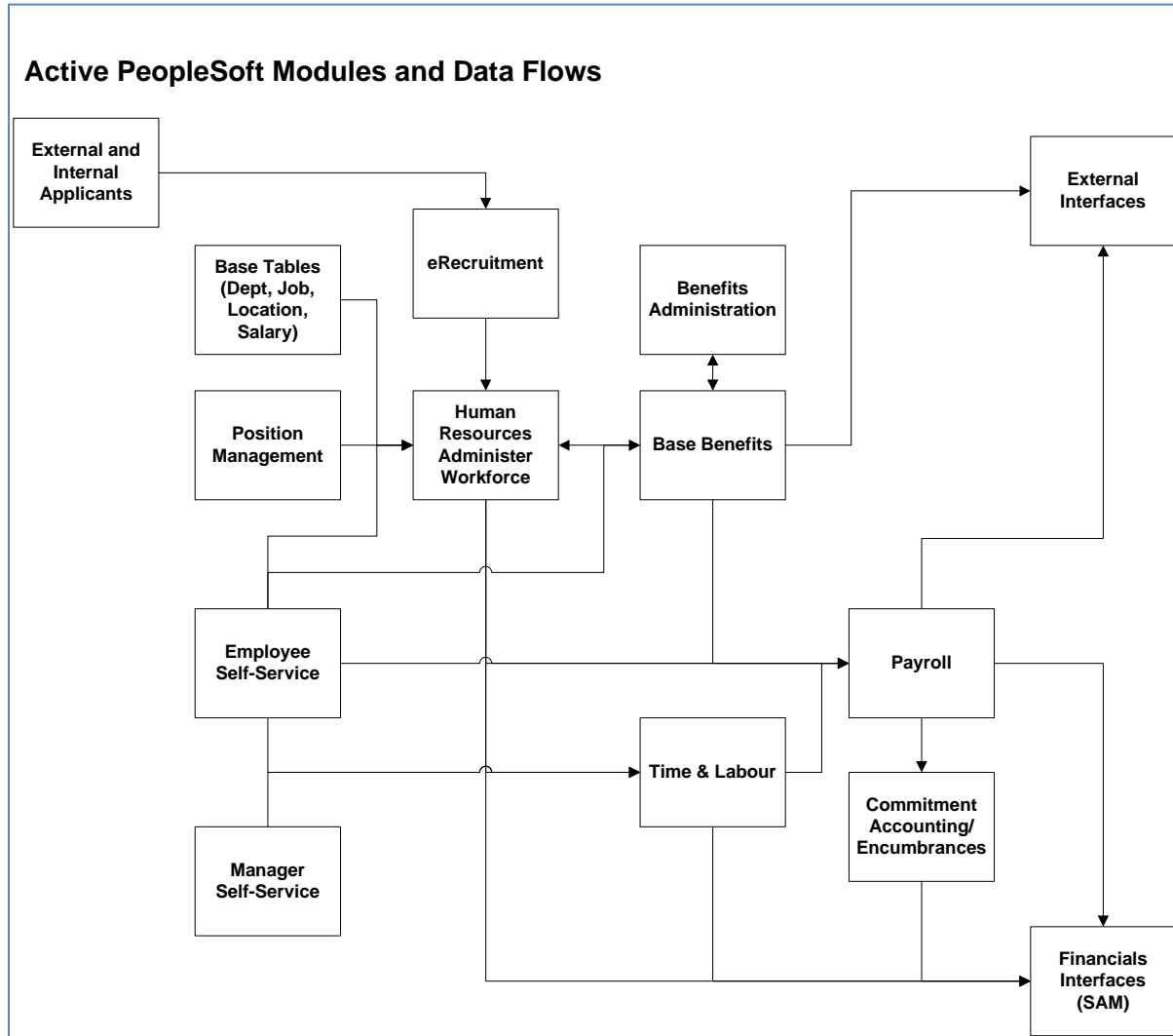
The Department of Human Resources has responsibility and accountability for the GNWT's Human Resource Information System (HRIS). Also referred to as PeopleSoft, the current modules and functionality include:

- Base HR (Organizational, Job, Personal, and Career Life Event Data)
- Position Management
- Base Benefits
- Benefits Administration
- Time & Labour
- Payroll for North America
- Commitment Accounting/Encumbrances
- eRecruit (Talent Acquisition Management and Candidate Gateway)
- Employee and Manager Self-Service
- Reporting
- Integration to the System for Accountability and Management (SAM, GNWT's Financial System.)
- Integration to the ScheduleSoft system.

The Department also maintains an effective and efficient information systems environment that supports the Department's efforts to carry out its mandated responsibilities. DHR existing information system is also responsible for a number of human resources related databases or systems:

- SiteHelpDesk - provides help desk activities through the use of 'tickets' to respond to clients needs
- Org Plus - provides organizational charts for all GNWT departments
- ID Flow - is used to create GNWT employee identification cards
- Access Databases - several databases that are designed to support effective decision making and program delivery (e.g., Payroll Issues Database)
- Web Site - DHR website provides information to those persons interested in knowing more about DHR programs and services, employment opportunities and information for employees relating to GNWT polices
- SharePoint - an application to consolidate information, manage documents, and provide internal communications to DHR divisions

The following diagram outlines the current PeopleSoft active modules and data flows:



Planned Activities – 2012-13

**Human Resource Information System Upgrade**

The work started in 2011-12 to transition the HRIS from PeopleSoft 8.9 to PeopleSoft 9.1 will be completed in 2012-13. The upgrade ensures that HRIS continues to remain up-to-date with current technologies and leverages the significant investment in the system by exploiting the functionality delivered within the application. A project steering committee with associated terms of reference is in place to provide governance for this project. A request for proposal to obtain consulting services to assist with the upgrade was awarded in December 2011.

The Department of Human Resources’ contract consultant, Oracle/PeopleSoft Consulting, conducted a Health Check of the current GNWT PeopleSoft installation. The Health Check provided recommendations on how the GNWT can optimize the system to improve business processes and prepare for future growth and scalability. DHR received 53 recommendations for improvements. Of those, 36 are expected to be addressed during the upgrade project, 7 can be implemented

## *Human Resources*

immediately, and 10 require further research. The go-live date is tentatively scheduled for between July and September 2012.

Some hardware improvements to support the HRIS will also be required in 2012-13.

### **ePerformance Project**

The ePerformance Project was approved for IT Capital Funding in December 2011.

The business and project objectives are to streamline a mostly manual performance evaluation process, collect and maintain performance related data that is now in paper files, and enhance efficiency by reducing duplicate data entry and by using the PeopleSoft employee self-service and manager on-line approval tools to develop, submit, and approve performance evaluations on-line.

The project is currently scheduled to begin in January 2013 and end in June 2013.

**HEALTH AND  
SOCIAL SERVICES**





## 1. OVERVIEW

### VISION

Healthy people, healthy families, healthy communities

### MISSION

The mission of the Department of Health and Social Services is to promote, protect and provide for the health and well-being of the people of the Northwest Territories.

### GUIDING PRINCIPLES

**Personal Responsibility** - Individuals, families and communities have a lead role in achieving their own overall health and well-being

**Collaboration** - Working together to ensure individuals, families and communities make well informed decisions about their health and wellness

**Core Need** - Publicly funded programs and services that support basic health and social needs

**Opportunities for Engagement** - Communities provide input and advice on health and social service matters affecting their community

**Patient/Client Safety** - Health and social services are delivered within acceptable practice and clinical standards

**Transparency** – Outcomes are measured, assessed and publicly reported

### GOALS

In order to provide high quality health and social services we have established goals that support our vision, mission and guiding principles.

**Wellness** - Communities, families and individuals make healthy choices; children are raised in safe environments and are protected from injury and disease

**Access** - The right service at the right time by the right provider

**Sustainability** - Living within our means

**Accountability** - Reporting to the public and the Legislative Assembly

### KEY ACTIVITIES

- Directorate
- Program Delivery Support
- Health Services Programs
- Supplementary Health Programs
- Community Health Programs

## **STRUCTURE OF THE SYSTEM**

The Department of Health and Social Services (Department) works under the direction of the Minister and Deputy Minister in partnership with the Health and Social Services Authorities (Authorities) to plan, develop, evaluate and report on program and service delivery that supports the health and well-being of people across the Northwest Territories (NWT). The Department's major responsibilities include: establishing system-wide strategic direction and leadership, managing system risk, providing leadership in public health and incident response, securing, monitoring and managing funding, developing legislation, setting policies and standards, performance monitoring and evaluation. In addition to providing strategic direction, leadership and standards, the Department is also responsible for specific front-line service delivery in areas such as adoptions, guardianship, population health and southern placements.

The Authorities are the operational arm of the system and are responsible for the provision of quality, timely access to appropriate health and social services that best meet the needs of those individuals they serve. With a focus on prevention and promotion, Authorities provide community delivery and regional programming while operating as an integrated territorial system. There are currently eight Authorities in the NWT, as listed below:

- Dehcho Health and Social Services Authority
- Tłı̨chǫ Community Services Agency
- Fort Smith Health and Social Services Authority
- Hay River Health and Social Services Authority
- Beaufort Delta Health and Social Services Authority
- Sahtu Health and Social Services Authority
- Yellowknife Health and Social Services Authority
- Stanton Territorial Health Authority

The Joint Leadership Council (JLC) chaired by the Minister responsible for Health and Social Services includes the Deputy Minister and the Chairs of each Authority. The JLC provides a forum for shared leadership and decision-making, meeting on a regular basis to set system-wide priorities and provide oversight on the delivery of programs and services, as well as managing system risk and identifying and supporting system efficiencies.

The Joint Senior Management Committee (JSMC) is chaired by the Deputy Minister and includes the CEOs from each Authority, representation from the Medical Directors Forum (MDF) and from the Nursing Leadership Forum along with senior managers of the Department. JSMC provide leadership and direction with respect to the operations of the overall system and works to implement directions of JLC.

These shared forums ensure an integrated approach to the management of health and social services throughout the NWT. The Department's business plan and strategic plan *Building on our Foundation 2011 – 2016* sets the strategic direction, guides the system's operational plans and serves as a road map to direct where we are going and how we will get there.

## 2. EMERGING ISSUES

Residents of the NWT continue to benefit from a health and social services system that provides access to quality services that are responsive to the needs of the population.

*Based on recent satisfaction surveys conducted on hospital and health centre services, more than 92 per cent of respondents selected “good” or “excellent” for the overall care received.*

While the Department and Authorities remain committed to providing quality services in a way that makes the best use of resources, focuses on patient safety and best practices and promotes positive health and social outcomes, the system as currently structured is not sustainable. The growth in health care expenditures, both nationally and in the NWT, has put considerable fiscal pressure on the NWT health and social services system. In addition, we are challenged by external factors, many of which are beyond our ability to influence or control. The existing structure, with eight semi-autonomous regional Authorities, limits the Department’s ability to respond to these pressures. This results in inefficiencies, duplication and gaps in capacity and service delivery across the system.

### ***Fiscal Pressures***

Total government health care expenditures has increased at an average yearly rate of 7.5% in the NWT and 7.2% nationally from 2000 – 2009<sup>1</sup>. Some of the major factors driving the growth in health care spending are as follows:

- From 2000 - 2009, the cost of hospital and health centre services increased by 7.4% in the NWT compared to 6.9% nationally;
- An aging population contributed 1% on average annually to growth in health care expenditures in both the NWT and nationally from 2000 - 2009;
- From 2000 – 2009 population growth contributed an average of 0.8% per year in the NWT versus 1.1% nationally;
- During this same period the overall cost of physician services increased at 9.7% in the NWT compared to 7.2% nationally;
- In 2010/11 the GNWT spent \$3.1 million to purchase drugs for hospitals and health centres. This includes drugs, vaccines, and blood products;
- The GNWT spent \$6.1 million in 2010/11, on drugs and medical equipment through the Extended Health Benefits (EHB) program; and
- An increase in the incidence of chronic disease in the population – on average more than 50% of the number of days spent in an NWT hospital were related to chronic disease.

The fiscal pressures that have resulted from the growth in health care expenditures over the last number of years create both immediate and long term challenges for the HSS system. Due to financial constraints over the years, increases in the Health and Social Services base funding has not kept pace with the growth in health care spending. As a result, the Department and the Authorities have lost much of the capacity to manage risk, ensure compliance and provide appropriate levels of

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<sup>1</sup> CIHI’s *Health Expenditure Trends, 1975 to 2011, compared with NWT and National Trends*

## *Health and Social Services*

quality control for service delivery. This is an immediate challenge faced by the Department as it exposes both the Department and the GNWT to liability and risk.

Over the longer-term (3 – 5 years) it is estimated that the NWT health and social services system will face a potential funding shortfall of between \$50 and \$70 million due to:

- Expiry of some federal funding - Territorial Health System Sustainability Initiative (THSSI);
- Shortfall in current funding versus the fully burdened cost of delivering existing services;
- Renovation or replacement of facilities to meet current and future demand as well as compliance with national standards such as infection control and accreditation;
- Necessary capital and operational funding investments in new enabling information technology as well as replacing outdated, unsupported information technology that presents risk to service delivery;
- One-time investments to support system reform – investment to fund the change is required in order to reduce future deficits; and
- Demand for new or enhanced programs and services (e.g. territorial midwifery, territorial respite).

### *External Pressures*

Many of the factors driving demand on the health and social services system are complex and beyond the Department or the Authorities' ability to influence or control. Drivers such as high rates of chronic disease, an aging population, human resource pressures, remote communities, increasing medical travel costs, pharmaceutical costs, and increasing inter-jurisdictional costs for out-of-territory services are all adding to the pressure and cost of delivering health and social services. The Department will need to employ innovative responses to mitigate the impact of external factors driving the demand on the health and social services system.

*Health Status of the Population* - While the health status of NWT residents has been improving there is still a disparity between the NWT and the rest of Canada and between the aboriginal and non-aboriginal populations. Relative to the rest of Canada, residents of the NWT engage in more high-risk behaviors and continue to have poorer health outcomes. Social and economic factors such as low income, poor housing conditions, and low educational achievements also contribute to the poorer health status of our population. A population with a poor health status will significantly drive demand for health and social services. The following are key findings from the 2010 Northwest Territories Health Status Report:

- In the NWT, 52% of NWT residents 12 years of age and older rated their health status as either excellent or very good compared to 61% of other Canadians.
- Currently 41% of the NWT population participates in enough physical activity to maintain or improve their health compared to 53% of other Canadians.
- 63% of NWT residents are overweight or obese compared to 51% of other Canadians.
- MRSA (Methicillin Resistant Staphylococcus Aureus) is an ongoing health issue in the NWT and the rate of new infection has increased significantly in the past decade. The bacteria can be acquired in hospitals and in communities characterized by substandard living conditions.
- Between 2005 and 2007 the leading causes of death in the NWT were cancers and cardiovascular diseases followed by injuries and respiratory diseases.
- In the NWT, 70% of all deaths and more than 50% of the number of days spent in hospital were related to chronic conditions.
- Approximately 200 new cases of diabetes are diagnosed each year in the NWT.

- In the NWT, 64% of the population rated their mental health as excellent or very good compared to 73% of other Canadians

*Demographics* - Based on CIHI data, an aging population contributed 1% on average annually to growth in health care spending in both the NWT and nationally from 2000 – 2009. Seniors are the fastest growing age group in the NWT. Currently there are approximately 4,102 seniors in the NWT and by 2020 the number is expected to increase to 6,988<sup>2</sup>. As the NWT population ages, additional pressure will be placed on acute care, physician services, pharmaceuticals, extended health care as well as long-term care, homecare and community care. The estimated cost of health care per capita in 2007 was \$22,588 per person for people age 60 and over; almost 5 times the amount for people under age 60<sup>3</sup>.

*Increasing Demand for Pharmaceuticals and New Technology* - The cost and demand for pharmaceuticals and new technology continues to increase both nationally and in the NWT. In 2010/11 the GNWT spent \$3.1 million to purchase drugs for hospitals and health centres. This includes drugs, vaccines, and blood products. In addition, the GNWT spent \$6.1 million on drugs and medical equipment through the Extended Health Benefits (EHB) program. It is anticipated that increasing demand will continue to drive costs in this area.

*Human Resource Pressures* - The national shortage of health care workers has shifted the nature of work agreements, resulting in an increased reliance on short-term locum healthcare professionals. This reliance on a temporary/locum workforce creates significant challenges in the delivery of consistent quality care. The Department will need to ensure consistent processes and standards for patient care and service delivery are implemented across the system. This will increase demand for technology such as Telehealth, diagnostic imaging and picture archiving (DI/PACS) and electronic medical records to connect regional and community care providers to a centralized support network.

Consistent with national trends, we are seeing an increase in the number of children receiving services in the NWT and the percentage of children staying in care longer is rising. We are also experiencing an increase in the complexity of cases – where we are dealing with multiple diagnoses. This increased demand for services is further complicated by a national shortage of qualified social workers, and difficulty recruiting qualified foster parents to provide culturally appropriate homes for children in care.

### ***Governance and Accountability Pressures***

Governance models for health and social services vary across Canada with some form of regional governance models implemented by most. These have evolved over time as governments attempt to address risk and accountability while balancing the need for local and regional input into the delivery of services.

The current NWT health and social services structure is divided across semi-autonomous Health and Social Services Authorities, creating barriers to system accountability, equitable service delivery, information sharing, risk management, seamless patient care and efficiencies. This structure also creates competition for health and social services professionals amongst Authorities and barriers to implementing consistent clinical practice standards in service delivery.

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<sup>2</sup> NWT Bureau of Statistics

<sup>3</sup> Canadian Institute for Health Information, 2007 health care cost estimates.

## *Health and Social Services*

The current regional structure was intended to provide local front-line service delivery in a way that would best meet the needs of residents. However, what has resulted are gaps in services, inconsistent delivery of services across regions, duplication, inefficiency and increased risk.

### ***Information Technology Pressures***

Through Canada Health Infoway funding, the Department has been able to invest in territory-wide eHealth technologies to improve patient access in communities and improve patient care and safety. These large system-wide, integrated initiatives are complex and require significant ongoing operations and maintenance funding along with collaboration among the Department, the Authorities, the GNWT's Technology Service Centre and various vendors.

In addition, medical technologies (IV pumps, hospital beds, stethoscopes, etc) are becoming increasingly computer and network based. Medical technologies now have the ability to capture physiological information, (e.g., physiological monitoring systems, ECG systems, diagnostic imaging, laboratory technology, anaesthesia, and dialysis), and transmit this information electronically to centralized informatics storage and management systems. These systems can feed into current NWT eHealth Systems such as the DI/PACS and EMR. Having this physiological information available instantaneously to care providers, emergency physicians and specialists enables improved quality of care and patient outcomes.

It is crucial to continue to build and leverage the investments in the current systems, invest in new systems to support the strategic direction and priorities, and invest in the replacement of aging and out of date systems (old technology) that are no longer supportable.

### 3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the Department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the Department’s operation expenses and revenues.
- b) **Key Activities** describes the Department’s major programs and services, including strategic activities, as well as results to date and measures.
- c) **Putting Priorities into Action** describes current major activities the Department is leading in supporting the priorities identified by the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the Department’s planned infrastructure investments for 2012-13.
- e) **Legislative Initiatives** provides a summary of the Department’s legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes Department-specific information and management systems as well as major initiatives planned for 2012-13.

#### a) Fiscal Position and Budget

##### DEPARTMENTAL SUMMARY

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)			
<b>OPERATIONS EXPENSE</b>				
Activity 1 - Directorate	7,924	7,678	7,678	6,937
Activity 2 - Program Delivery Support	34,772	37,027	34,320	32,225
Activity 3 - Health Services Programs	191,587	197,672	188,658	182,768
Activity 4 - Supplementary Health Programs	26,243	26,224	26,218	29,860
Activity 5 - Community Health Programs	87,998	90,194	87,631	84,462
<b>TOTAL OPERATIONS EXPENSE</b>	<b>348,524</b>	<b>358,795</b>	<b>344,505</b>	<b>336,252</b>
<b>REVENUES</b>	<b>52,524</b>	<b>52,398</b>	<b>52,398</b>	<b>50,381</b>

**OPERATION EXPENSE SUMMARY**

	<b>Proposed Adjustments</b>					<b>Proposed Main Estimates 2012-13</b>
	<b>Main Estimates 2011-12</b>	<b>Forced Growth</b>	<b>Other Initiatives</b>	<b>Sunsets and Other Approved Adjustments</b>	<b>Internal Reallocation of Resources</b>	
	(\$000)					
<b>Key Activity 1</b>						
Directorate	970	-	1,450	-	162	2,582
Policy, Communications & Legislation	2,992	-	116	(1,749)	412	1,771
Corporate Planning, Reporting & Evaluation	1,338	-	-	-	(89)	1,249
Finance	1,888	-	-	-	27	1,915
Infrastructure Planning	490	-	-	-	(83)	407
Amortization	-	-	-	-	-	-
<b>Total Activity</b>	<b>7,678</b>	<b>-</b>	<b>1,566</b>	<b>(1,749)</b>	<b>429</b>	<b>7,924</b>
<b>Key Activity 2</b>						
Information Systems	8,087	118	9	-	(116)	8,098
Health Human Resources	4,058	-	-	-	(111)	3,947
Health Services Administration	2,204	(5)	-	(375)	(73)	1,751
Primary Care	2,289	-	-	12	(256)	2,045
Population Health	3,678	(1)	-	(121)	870	4,426
HSS Authority Administration	14,004	501	-	-	-	14,505
Amortization	-	-	-	-	-	-
<b>Total Activity</b>	<b>34,320</b>	<b>613</b>	<b>9</b>	<b>(484)</b>	<b>314</b>	<b>34,772</b>
<b>Key Activity 3</b>						
NWT Hospitals	85,939	3,049	790	(1,090)	(917)	87,771
NWT Health Centres	27,952	720	463	(463)	174	28,846
Out-of-Territories Hospitals	19,123	-	-	-	-	19,123
Physicians inside the NWT	41,920	132	1,506	(1,506)	65	42,117
Physicians outside the NWT	5,333	-	-	-	-	5,333
Medical Equipment	952	150	-	-	-	1,102
Amortization	7,439	-	-	(144)	-	7,295
<b>Total Activity</b>	<b>188,658</b>	<b>4,051</b>	<b>2,759</b>	<b>(3,203)</b>	<b>(678)</b>	<b>191,587</b>



	Proposed Adjustments					Proposed Main Estimates 2012-13
	Main Estimates 2011-12	Forced Growth	Other Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
	(\$000)					
<b>Balance Forward</b>	<b>230,656</b>	<b>4,664</b>	<b>4,334</b>	<b>(5,436)</b>	<b>65</b>	<b>234,283</b>
<b>Key Activity 4</b>						
Supplementary Health Programs						
Supplementary Health Benefits	115	-	-	-	-	115
Metis Health Benefits	1,907	-	-	-	-	1,907
Extended Health Benefits	8,449	-	-	-	-	8,449
Medical Travel	15,747	25	3,200	(3,200)	-	15,772
Amortization	-	-	-	-	-	-
<b>Total Activity</b>	<b>26,218</b>	<b>25</b>	<b>3,200</b>	<b>(3,200)</b>	<b>-</b>	<b>26,243</b>
<b>Key Activity 5</b>						
Child and Family Services	21,169	106	499	-	(92)	21,682
Prevention and Promotion Services	6,235	85	-	(830)	(414)	5,076
Adult Continuing Care Services	27,727	320	-	(576)	(9)	27,462
Community Social Services	31,542	703	350	(12)	450	33,033
Amortization	958	-	-	(213)	-	745
<b>Total Activity</b>	<b>87,631</b>	<b>1,214</b>	<b>849</b>	<b>(1,631)</b>	<b>(65)</b>	<b>87,998</b>
<b>TOTAL DEPARTMENT</b>	<b>344,505</b>	<b>5,903</b>	<b>8,383</b>	<b>(10,267)</b>	<b>-</b>	<b>348,524</b>

**REVENUE SUMMARY**

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)			
<b>TRANSFER PAYMENTS</b>				
Wait Times Reduction Trust	315	329	329	320
Territorial Health Access Fund-Extended				
Territorial Health System Sustainability Initiative (THSSI)	4,333	4,333	4,333	4,333
Medical Travel Fund - Extended Territorial Health System Initiative (THSSI)	3,200	3,200	3,200	3,200
Hospital Care - Indians and Inuit	21,034	21,626	21,626	20,221
Medical Care - Indians and Inuit	7,239	6,517	6,517	6,958
<b>TOTAL</b>	<b>36,121</b>	<b>36,005</b>	<b>36,005</b>	<b>35,032</b>
<b>GENERAL REVENUES</b>				
Professional Licenses Fees	140	130	130	146
Vital Statistics Fees	100	100	100	86
Environmental Health Fees	20	20	20	27
<b>TOTAL</b>	<b>260</b>	<b>250</b>	<b>250</b>	<b>259</b>
<b>OTHER RECOVERIES</b>				
Reciprocal Billing - Inpatient Services	3,000	3,500	3,500	2,382
Reciprocal Billing - Hospital Services for Nunavut	8,500	7,500	7,500	7,133
Reciprocal Billing - Medical Services	500	900	900	794
Reciprocal Billing - Specialist Physicians for Nunavut	1,500	1,600	1,600	1,148
Special Allowances	1,000	1,000	1,000	1,094
Third Party Recoveries	-	-	-	901
<b>TOTAL</b>	<b>14,500</b>	<b>14,500</b>	<b>14,500</b>	<b>13,452</b>
<b>GRANT IN KIND</b>				
Rockhill Apartments (Lease to YWCA)	443	443	443	443
<b>TOTAL</b>	<b>443</b>	<b>443</b>	<b>443</b>	<b>443</b>
<b>CAPITAL</b>				
Amortization of Capital Contributions	1,200	1,200	1,200	1,195
<b>TOTAL</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>1,195</b>
<b>REVENUES</b>	<b>52,524</b>	<b>52,398</b>	<b>52,398</b>	<b>50,381</b>

## b) Key Activities

### KEY ACTIVITY 1: DIRECTORATE

#### Description

Under the authority of the Minister, the **Directorate** provides strategic leadership to the Department and the Authorities. This includes responsibility for overall coordination of strategic reform initiatives aimed at ensuring the long-term sustainability of the HSS system. The Directorate is responsible for broad system planning, establishing the strategic direction, providing innovative leadership, coordination and risk management as well as the provision of administrative services for departmental operations.

The **Policy, Communications and Legislation** Division provides leadership and services in the development of policy, legislation and regulations along with Intergovernmental relations, Aboriginal affairs, Official Languages and Communications.

The **Corporate Planning, Reporting and Evaluation** Division is responsible for setting a system-wide framework for planning and accountability to ensure that Department priorities respond to system-wide health and social issues and reflect priorities set by government. This division is also responsible for system reporting as well as monitoring and evaluation. Responsibility for professional licensing is also included in the Division.

The **Finance** Division provides financial planning, financial management and administrative services for the health and social services system. These services include providing advice to the Department and the Authorities on financial management, financial monitoring, financial analysis, transaction processing and procurement, including contracts and contributions.

The **Infrastructure Planning** Division is responsible for the overall development, design and planning of capital infrastructure projects. Planning and purchasing for medical equipment and ever-greening is also included in this division.

#### System Planning

During the 16<sup>th</sup> Legislative Assembly there were two external reviews related to health and social services programs. The Standing Committee On Social Programs (SCOSP) review of the *Child and Family Services Act* and the Office of the Auditor General's review of NWT health programs and services.

In 2011, the GNWT tabled its response to SCOSP's report on the review of the *Child and Family Services Act*. In this response, the GNWT accepted *twenty two* of the recommendations made by SCOSP. A further *twenty eight* recommendations were conditionally accepted, pending the availability of additional resources and *thirteen* recommendations were accepted in principle, pending a detailed review of the legislation.

In 2011, the Office of the Auditor General (OAG) tabled a report in the Legislative Assembly on NWT Health Programs and Services. The scope of the review was limited to health only and the OAG and the Department agreed to focus on Diabetes and Homecare as the two program areas for detailed review. Overall the review concluded that the Department is adequately managing health programs and services provided to residents of the NWT and went on to make *six* broad

## *Health and Social Services*

recommendations for improvements to the system. The Department accepted all recommendations from the OAG and work is underway on implementation.

In 2011, HSS introduced its new strategic plan for the health and social services system: *Building on Our Foundation*. Feedback from regional dialogues, the JLC along with recommendations from the OAG's program review and recommendations from the 16<sup>th</sup> Legislative Assembly SCOSPs review of the report on the *Child and Family Services Act* set the framework for our strategic plan.

*Building on Our Foundation* provides the direction for the next *five* years and identifies initiatives aimed at ensuring a sustainable, efficient and integrated territorial system that best meets the needs of NWT residents.

### *Major Program and Services 2012-13*

The Directorate will continue to provide innovative leadership, system planning, financial management, policy and legislative development, communications, and support for capital and infrastructure planning to the Department and the Authorities.

#### ***Improving Communications***

In order to improve communications with the residents we serve, the Department will collaborate with the Authorities to update the Health and Social Services websites. This will create better links to the Authority websites and provide a consistent look and feel across the Department and Authorities. The Department will also develop appropriate communications in consultation with former clients, NGOs and providers to ensure that residents of the NWT know where and how to access services.

To better meet the GNWT's legal obligations for French Language services, the Department has hired a full time Manager, Official Languages. In collaboration with the Authorities, the departments of Education Culture and Employment (ECE) and Human Resources (HR), an action plan that guides the delivery of services in French in the NWT Health and Social Services system will be initiated during 2012-2013. It is anticipated that this plan will be finalized late in 2012-13.

#### ***Responding to Recommendations from the Auditor General***

One of the recommendations resulting from the Review of the OAG was that the Department, in collaboration with the Authorities, should develop a set of system-wide performance indicators for the health care system and identify key data requirements. It was also recommended that the Department develop a program evaluation plan identifying planned areas for evaluation and regularly inform the Legislative Assembly about the performance of the NWT health care system.

As a first step in responding to this recommendation, a set of system-wide performance indicators were developed and published in the recent strategic plan: *Building on our Foundation 2011-2016*. Public reporting of these indicators will be done annually. Over the upcoming fiscal year the Department will update the Accountability Framework, enhance public reporting on the performance of the system and develop a system-wide risk based evaluation plan.

#### ***Reforming the System***

Over the last number of years the Department has undertaken research and planning for health and social services initiatives needed to increase efficiency, increase capacity, reduce risk and improve service delivery and patient care. Many of these initiatives are now at a point where pilot projects are being developed or recommendations are being reviewed. With the recent federal announcement of a two-year extension to the THSSI, to March 31, 2014, the Department has identified funds to support

initiatives aimed at advancing innovation across the system. Activities planned for the 2012-13 fiscal year as follows:

*Reform System Governance* – The Department will work with the Authorities and stakeholders to address the need to operate more effectively as one health and social services system.

*Collaborative and Consolidated Services* - in an effort to gain control of rising costs while maximizing quality, safety, access and accountability, the Department is reviewing potential benefits and issues associated with collaborative and consolidated services. It is anticipated that this review will provide recommendations for consolidating services across the Department and Authorities to increase capacity, reduce risk and maximize efficiencies.

*Pharmaceutical Strategy* - The Department is reviewing analysis for the development of a pharmaceutical strategy. This work focuses on identifying drug benefit management opportunities for cost savings within the current GNWT extended health benefits programs. This includes, but is not limited to identifying cost savings opportunities through effective formulary management and drug purchasing processes.

*Territorial Support Network* - Work is under way on the development of a Territorial Support Network (TSN) that will connect regional and community care providers to on-call physician services. The centralized support network will standardize the referral process, promote the use of consistent clinical standards to enhance quality of care, reduce the number of non-emergent medical evacuations and ensure that patients are stabilized and managed in the most efficient and safe manner. Providing clinical support to front line staff may also improve retention of health care professionals in remote communities.

*Integrated Service Delivery Model* – The Department in collaboration with the Authorities is undertaking a review of the Integrated Service Delivery Model (ISDM). This review will ensure our service delivery model remains aligned with current strategic objectives and incorporates best practices and a system-wide approach to efficient and safe delivery of services. Recommendations resulting from this review will inform future decision-making on resource allocation and the re-alignment of a territorial service delivery model.

## **KEY ACTIVITY 2: PROGRAM DELIVERY SUPPORT**

### Description

**Program Delivery Support** provides a system-wide focus for planning, program and standards development as well as advice and support in the delivery of health and social service programs.

The **Information Services Division** leads on informatics initiatives in support of the broader systemic goals of Health and Social Services. The Division provides operational support to departmental and territorial systems, and provides planning, implementation and investment support for new territorial health and social services initiatives, data standards, as well as coordination of *Access to Information*, *Protection of Privacy* requests and records management.

**Health Human Resources** includes programs managed by the Department of Human Resources, for recruitment and retention specifically related to health and social services professionals.

The **Health Services Administration Division** is responsible for the administration of the Health Benefits programs (including Insured Health Benefits, Extended Health Benefits, Catastrophic Health Benefits, Métis, Non-Insured Health Benefits and inter-jurisdictional billings for Hospital and Physician Services). The Division is also responsible for providing leadership and direction to the Health Authorities in the administration of Insured services, reciprocal billing and Health Benefits eligibility and registration. Vital Statistics, Registrar General is also located in this division providing the registration and issuing of certificates for vital events that occur in the Northwest Territories.

The **Population Health Division**, in collaboration with the Chief Public Health Officer, is responsible for services aimed at broad population health through planning, design, development, coordination and ongoing management of health and wellness surveillance activities for the Northwest Territories. This includes the development of program standards, monitoring and evaluation in the areas of public health, health promotion, environmental health, disease control and epidemiology.

The **Territorial Health Services Division** ensures that standards and policies are in place to guide the delivery of health services throughout the NWT. Specifically, this division is responsible for the planning, development, coordination, monitoring and review of: acute care; long-term care; homecare; seniors and persons with disabilities; rehabilitation; maternal and child health and oral health; community health programs and physician services.

**HSS Authorities Administration** includes funding to Health and Social Services Authorities for activities associated with management and administration.

**Major Program and Service Initiatives 2012-13**

The Department will provide ongoing system wide program planning, standards development and advice in the delivery of health and social programs. Through the Office of the Chief Public Health Officer, the Department will provide research-based recommendations and support in the areas of public health, health promotion, environmental health, disease control and epidemiology.

In support of innovative service delivery, the Informatics Services division will provide leadership in eHealth initiatives, informatics planning, as well as application and infrastructure support.

In conjunction with the review and update of the ISDM, the Department will continue work on projects such as a Chronic Disease Management Model, development of a proposal for a Territorial Midwifery program, and review and update of various clinical standards; as well as developing options for standardized homecare assessment, intake and reporting.

***Responding to Recommendations from the Auditor General***

*Chronic Disease Management Model* - One of the recommendations resulting out of the review of health programs by the OAG, was that the Department in collaboration with the Authorities should identify a core set of diabetes education, prevention and treatment programs and identify and collect data to measure program results and improve program delivery.

The increased incidence of chronic disease in the NWT population will continue to drive demand for services. The ability to measure program results to make improvements to service design and delivery will be critical in ensuring programs and services are meeting the needs of residents effectively and efficiently. Over the next fiscal year the Department will work with the Authorities to refine chronic care services. In partnership with the Canadian Health Services Research Foundation (CHFRS), the Department and Authorities will conduct pilots in three key areas: mental health, diabetes, and renal care. The results of these pilots will be used to improve care in the smaller communities.

*Continuing and Long-term Care* - Resulting out of the review of health program by the OAG, it was recommended that the Department in collaboration with the Authorities should: implement a standardized process for assessing the service and care needs of all home care and long-term care clients; complete the revision of program standards for home care and long-term care programs; and develop and implement a plan to monitor these programs.

The Department and Authorities have implemented a single point of entry for admission to NWT long-term care facilities. The Territorial Admissions Committee uses the Continuing Care Assessment and Placement (CCAP) tool which ensures a standardized assessment process to support applications. The Department will consult with Continuing Care staff within the Authorities to get their feedback on draft Continuing Care Standards and develop an implementation plan. The new Continuing Care Standards will include a monitoring plan and data reporting requirements.

*Health and Social Services*

**Measures Reporting**

***What is being measured?***

Number of communities with access to eHealth technology

***Why is this of interest?***

Utilization of eHealth technology will improve patient access in communities and improve patient care and safety and increase efficiencies.

Number of communities where Telehealth capabilities exist	33
Number of Communities where DI/PACS capabilities exist	22
Number of Communities where Electronic Health Record capabilities exist	32

***What is being measured?***

Number of registered births, deaths, marriages and still births

***Why is this of interest?***

Vital statistics are the data source for many important statistical measures used in public health. These indicators are used for planning and community analysis.

<b>Vital Event Data</b>				
<b>Event Type</b>	<b>Year</b>	<b>Year</b>	<b>Year</b>	<b>Year</b>
	2008	2009	2010	2011
Births	800	787	767	728
Deaths	201	176	172	173
Marriages	120	122	134	120
Still births	10	10	6	7



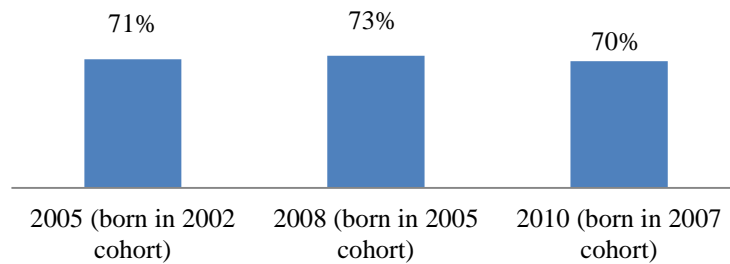
**What is being measured?**

The proportion of children in 3 different cohorts who received a full vaccination schedule

**Why is this of interest?**

These rates indicate the health of a population, the capacity of a health system for service delivery, and the public awareness and perception towards vaccination and preventable health measures.

**% of Children That Received Full Immunization Schedule by the Age 2**



\*Full immunization schedule is defined as completing 4 vaccinations series: DaPT Polio Act-HIB, MMR, Hep B, and Varicella

## **KEY ACTIVITY 3: HEALTH SERVICES PROGRAMS**

### Description

Health services to eligible northern residents in areas such as inpatient and outpatient services, public health and chronic care are provided through the Department and Authorities. Pursuant to the *Hospital Insurance and Health and Social Services Administration Act*, Health and Social Services Authorities are established to operate, manage and control facilities, programs and services.

#### **Hospital Services**

- funding to Authorities to provide primary, secondary and emergency care in NWT hospitals
- funding for insured hospital services to NWT residents outside the NWT

#### **NWT Health Centres**

- funding to Authorities to provide residents with primary care or “first contact” care through a system of health centers located throughout the NWT

#### **Physician Services**

- funding to Authorities to provide insured physician services inside the NWT
- funding for insured physician services to NWT residents outside the NWT

#### **Medical equipment under \$50,000**

- funding for medical equipment under \$50,000

### Major Program and Service Initiatives 2012-13

The Department will continue to work with Authorities to provide NWT residents with access to a comprehensive and integrated health system that provides quality care focused on patient safety.

The Department and Authorities will continue to employ eHealth solutions such as Telehealth, Lab Information System, Electronic Health Records, DI/PACS, and Telemedicine to increase efficiencies and maximize existing resources in the delivery of safe patient care.

Through ongoing quality improvement and measurement against national benchmarks and standards, the Department and Authorities will continue to improve patient care and safety. Ongoing review of referral processes for access to specialist services, treatment in out of territory facilities as well as medical evacuations will continue to improve the efficiencies in the system as well as ensuring patients are seen by the most appropriate care provider, resulting in the best patient outcomes.

**Measures Reporting**

***What is being measured?***

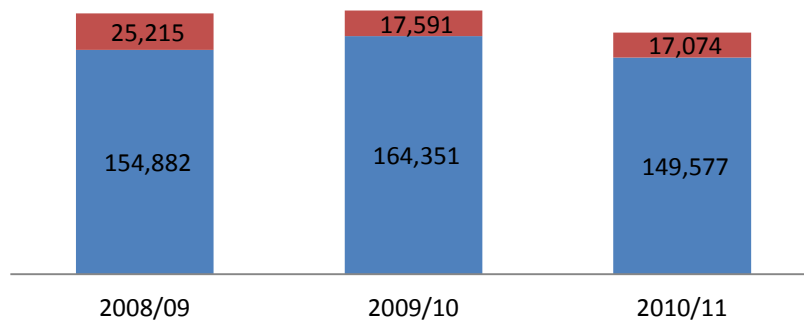
The number of NWT residents admitted to hospital and the number of encounters NWT residents had with a physician

***Why is this of interest?***

Hospital and Physician services are two significant cost drivers in health care expenditures. They represent a significant proportion of the fiscal capacity required to serve the population of the NWT. It is important to acknowledge that many reasons for the use of hospital services are to a great extent preventable by making healthy lifestyle choices and/or getting help before the conditions requires hospitalization.

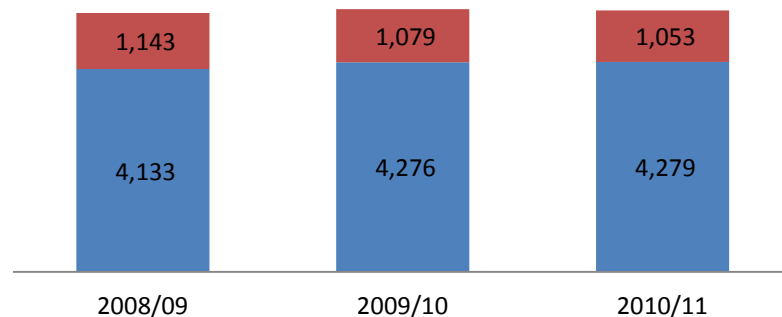
**Physician Encounters**

■ Number of Physician Encounters Outside the NWT ■ Number of Physician Encounters In the NWT



**Hospitalizations**

■ Number of Hospitalizations In the NWT ■ Number of Hospitalizations Outside the NWT



*Health and Social Services*

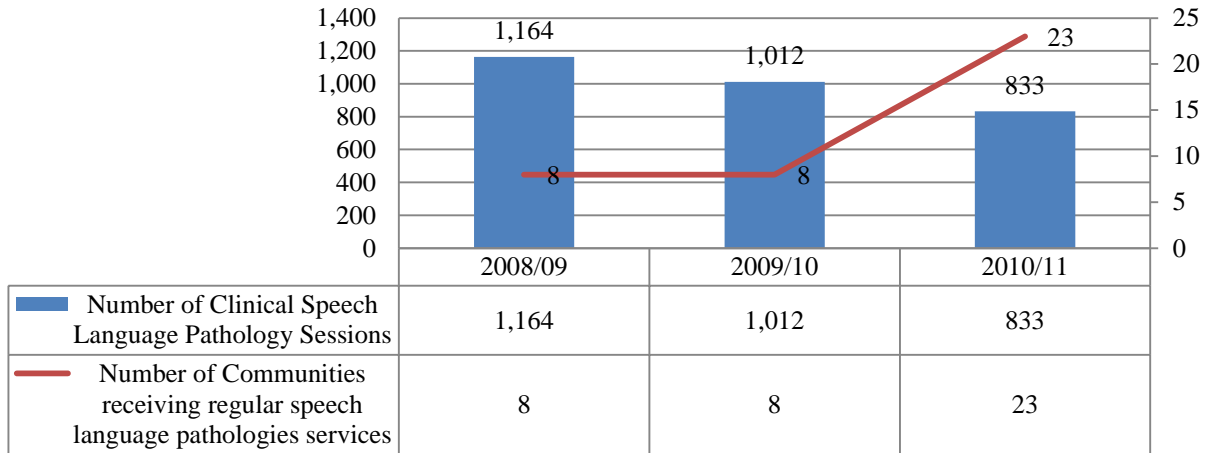
**What is being measured?**

The number of Clinical Speech Language Pathology (SLP) sessions

**Why is this of interest?**

Videoconferencing units ensure that residents, mainly children, are able to access the speech language services they require in their home communities. This is another example of how technology is being used to deliver services in our communities.

**Number of Clinical Speech Language Pathology (SLP) Sessions**

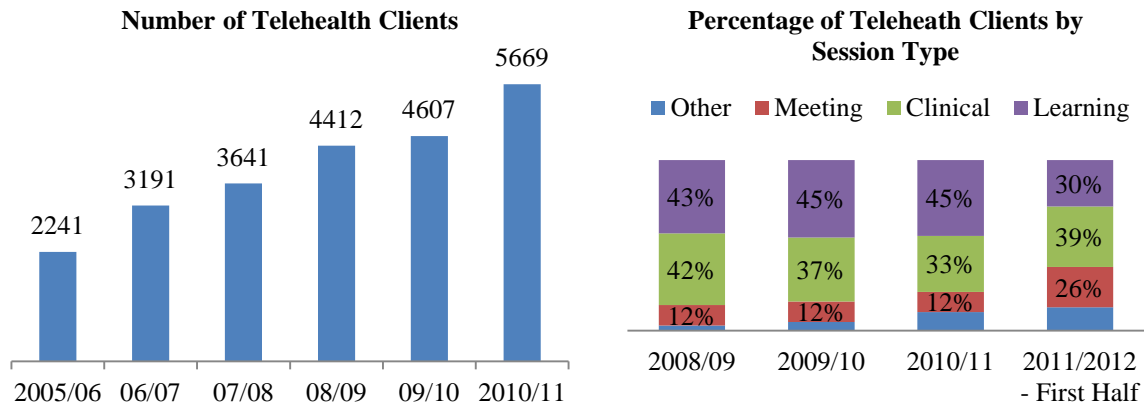


**What is being measured?**

The overall number of telehealth clients and the percentage of telehealth clients by session type

**Why is this of interest?**

Telehealth helps reduce medical and staff travel by providing remote access to clinical advice for patients and professionals as well as education sessions and meetings for health and social services professionals. Telehealth also increases the knowledge base of health care professionals and the public, as well as encourages wider and more immediate participation in case management.



**What is being measured?**

Percentage of NWT Health Care Satisfaction Questionnaire respondents that rated their overall experience as Excellent or Good

**Why is this of interest?**

Client satisfaction is seen as a means of gauging the effectiveness of existing services and guiding future developments. Client satisfaction surveys provide NWT residents an opportunity to offer their input and identify where barriers to healthcare access may exist.

**Percentage of respondents that were satisfied with their overall experience when accessing health services**



## **KEY ACTIVITY 4: SUPPLEMENTARY HEALTH PROGRAMS**

### *Description*

The Department provides Supplementary Health Programs, in accordance with policy, to residents who meet eligibility criteria. Benefits include eligible prescription drugs, appliances, supplies, prostheses, and certain medical travel expenses. Specific benefit programs are:

- Extended Health Benefits
- Métis Health Benefits
- Medical Travel Benefits
- Indigent Health Benefits

### *Major Program and Service Initiatives 2012-13*

The Department in collaboration with the Authorities and related service providers will continue to provide eligible residents of the NWT with access to supplementary health benefits and access to necessary services through a comprehensive medical travel system.

In 2010/11, the Department in collaboration with Stanton undertook a full review of the Medical Travel program. The purpose of the review was to identify options and make recommendations for a service delivery and governance model to provide role clarity and accountability from the point of referral to the point of return, incorporating lean processes and clinical care pathways.

The recommendations resulting from the review will provide the basis for modernizing the GNWT's Medical Travel program, including addressing gaps and re-designing the program and the policy to make it more efficient and responsive to client needs. Potential benefits may include: greater efficiencies in the medical travel process, increased consistency in the clinical decisions regarding medical travel, mechanisms to track adherence to medical travel policies and better support for healthcare providers in the regions.

Measures Reporting

Measure	Report on Measure			
Number of medical travel dispatches (total number of medevacs).	<u>Year</u>	<u>Inuvik Base</u>	<u>Yellowknife Base</u>	<u>Total#</u>
	05/06	194	738	932
	06/07	330	762	1,092
	07/08	336	736	1,072
	08/09	252	797	1,049
	09/10	263	740	1,003
	10/11	265	801	1,066
Number of patient travel cases from all regions including cost *costs include escorts	<u>Year</u>	<u># of Patients</u>	<u>Cost</u>	
	06/07	10,993	\$14M	
	07/08	11,470	\$16M	
	08/09	11,158	\$18.5M	
	09/10	11,687	\$18.1M	
	10/11	11,489	\$19.2M	
	<u>Year</u>	<u># of Escorts</u>		
	06/07	3,221		
	07/08	3,571	\$2.7M	
	08/09	3,644	\$3.2M	
	09/10	4,085	\$3.3M	
	10/11	3,740	\$3.0M	
Number of individuals accessing Supplementary Health Benefits Programs (as of February 29, 2012).	<p><b>Extended Health Benefits (EHB) Specified Medical Conditions (SMC)</b> There are currently 2,433 EHB Specified Medical Condition clients registered on the program. Of this total, 1,194 have access to other group insurance (ADA) and 1,239 have full coverage under the program.</p> <p><b>Extended Health Benefits Seniors Program</b> There are currently 2,011 EHB Senior clients registered on the program. Of this total, 884 have access to other group insurance (ADA) and 1,127 have full coverage under the program.</p> <p><b>Métis Health Benefits Program (MHB)</b> There are currently 1,964 clients registered under the MHB program.</p>			

## **KEY ACTIVITY 5: COMMUNITY HEALTH PROGRAMS**

### *Description*

Community programs are delivered outside health facilities and include institutional care, assisted living, counselling, and intervention and health promotion.

This activity, under the coordination of the **Community Wellness and Social Services** Division, includes direct program delivery funding for community based health and social services programs and services, as well as program planning and development, including:

- Community social service workers in the areas of prevention, assessment, early intervention, and counselling and treatment services related to children, youth and families;
- Prevention, assessment, intervention, counselling and treatment programs and services to children and families, in compliance with the *Child and Family Services Act* and *Adoption Act*;
- Injury prevention strategies, health promotion, prevention, assessment, treatment and rehabilitation services for addictions, mental health, disabilities, chronic illnesses, and seniors;
- Long term care facilities, including group homes and residential care, inside and outside the NWT;
- Programs to enable individuals with special living requirements to stay in their homes as long as possible and services designed to assist living in the home;
- In accordance with legislation and policy, the Office of the Public Guardian responds to crisis intervention programs aimed at assisting with emotional and social problems: and
- Programs related to emergency shelters and counseling.

### *Major Program and Service Initiatives 2012-13*

Consistent with the parameters of the *Child and Family Services Act*, the *Public Health Act*, the *Guardianship and Trustee Act* and the *Adoption Act*, the Department will continue to work with Authorities to coordinate delivery of community based programs in support of overall health promotion and protection.

#### ***Mental Health and Addictions***

As outlined in the Department's Strategic Plan, the Department will improve access to comprehensive mental health and addictions services by working with Aboriginal governments and communities to develop community wellness plans that build on existing community assets and resources, developing clearly defined referral processes that simplify access and strengthen coordination, and by reducing stigma and barriers to accessing treatment. Specific actions will be included in the Department's Mental Health and Addictions Action Plan, scheduled for release in 2012.

#### ***Promotion and Prevention***

The Department and the Authorities will continue to collaborate with ECE, MACA, Justice and Transportation to promote Healthy Choices. Working under the seven themes of healthy living, departments will maximize promotion and prevention investments through shared knowledge, shared best practices and shared resources.

Specifically under Health and Social Services, the 'My Voice, My Choice' campaign will target youth and raise awareness of addictions and alcohol abuse in NWT communities. Other programs to



support healthy choices will include: healthy eating promotion through local programs and a new anti-smoking campaign aimed at encouraging adults to be good role models for their children.

***Enhancing Services for Children and Families***

*Design and distribution of plain language Child and Family Services information for the public* – The Department will provide residents of the NWT with plain language information related to child and family services. This will include the distribution of a series of plain language brochures and the establishment of a toll-free number for residents that wish to ask questions about child and family services or access help. This toll-free line will also include automated information in all official languages.

*Child and Family Services Committees* – The Department and Authorities remain committed to increasing community involvement in promoting healthy families and preventing child neglect. The Department will continue to engage Aboriginal leadership and communities through information sessions, training and meetings to determine what support is needed at the community level to establish and maintain committees.

*Child and Family Services Standards and Procedures Manual* – Using the findings and recommendations from the SCOSP's Report on the Review of the Child and Family Services Act as a basis, the Department will update the Child and Family Services Standards and Procedures Manual. The Department will research and review best practices from other jurisdictions and establish a steering committee comprised of community representatives, aboriginal leadership and front line workers to direct this project. Input from former clients, elders and child advocates will ensure that the revised standards consider community values and community norms. The revised Standards and Procedures Manual will also be linked with the Standards of Practice for Social Workers as defined under the *NWT Social Worker Profession Act*.

*Healthy Families Program Expansion* – The Healthy Families Program is currently being provided in Yellowknife, Fort Smith, Behchokò, Hay River, the Dehcho and the Beaufort Delta regions. In 2011/12, one hundred and two families accessed the program.

*Community Wellness Project* – The Department and Authorities will work with communities to develop community plans to maximize the use of federal and GNWT wellness funding by reducing the administrative burden on communities and increasing flexibility to respond to local priorities.

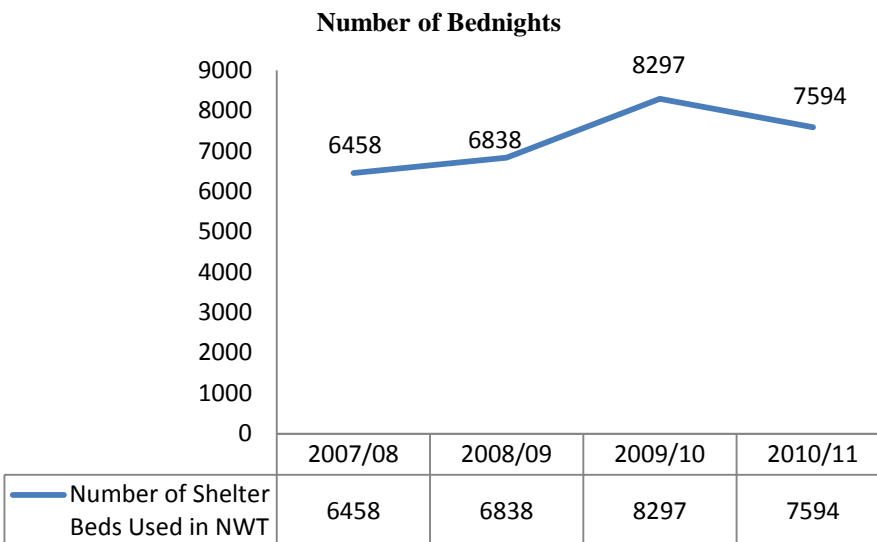
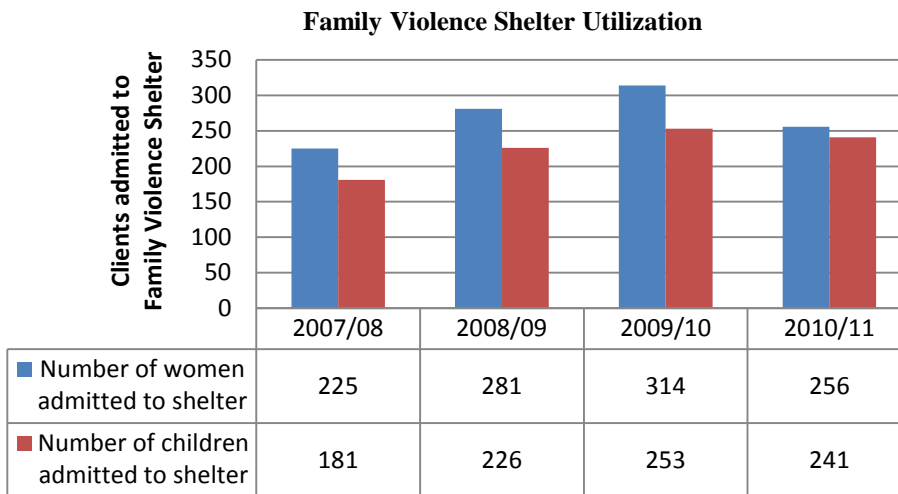
Measures Reporting

**What is being measured?**

The number of clients admitted to family violence shelters and the number of beds used in the NWT between 2007/08 and 2010/11

**Why is it of interest?**

Utilization of family violence shelters tell us how many clients are being admitted to residential services. This information supports the ongoing provision of family violence programming based on capacity and funding levels.



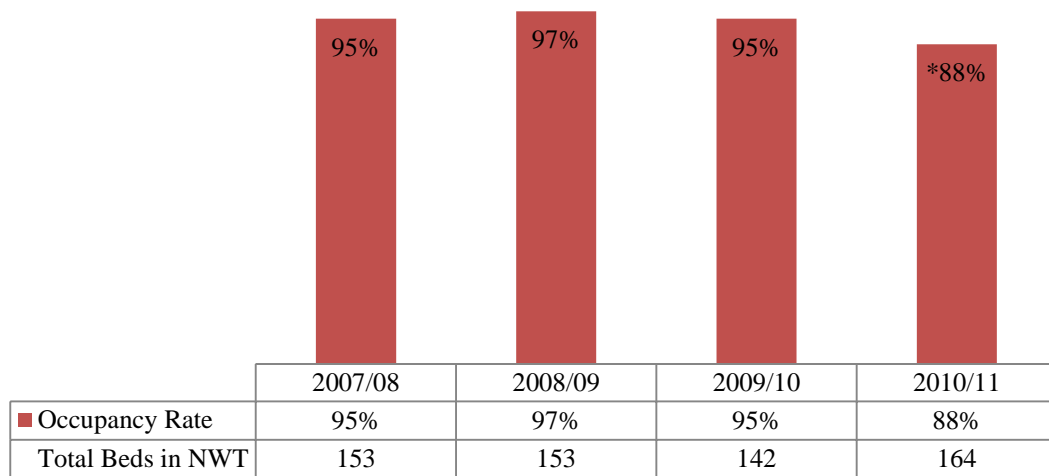
**What is being measured?**

The occupancy rate in long term care facilities and the total number of beds available

**Why is this of interest?**

The demand for long-term care (LTC) and dementia care beds is growing as the NWT population ages. Faced with this demand, there is an expectation that LTC facilities will operate at, or near to, 100% occupancy. The more clients there are on the waitlist for LTC, the greater the pressure on other institutions and services. Clients eligible for LTC may end up in an acute care hospital bed.

**Long-term care occupancy rate and number of long-term care beds in NWT**



\*Low occupancy rate due to Aven's Cottages opening in March 2011.

Number of Clients on Territorial Access Committee (TAC) wait list		
Facility Type	June 16/11*	Nov 7/11**
LTC	10	20
Extended Care	0	0
Dementia Care	0	2

\*Four offered beds in May but declined,

\*\*Six offered a LTC bed, at their preferred facility, since September

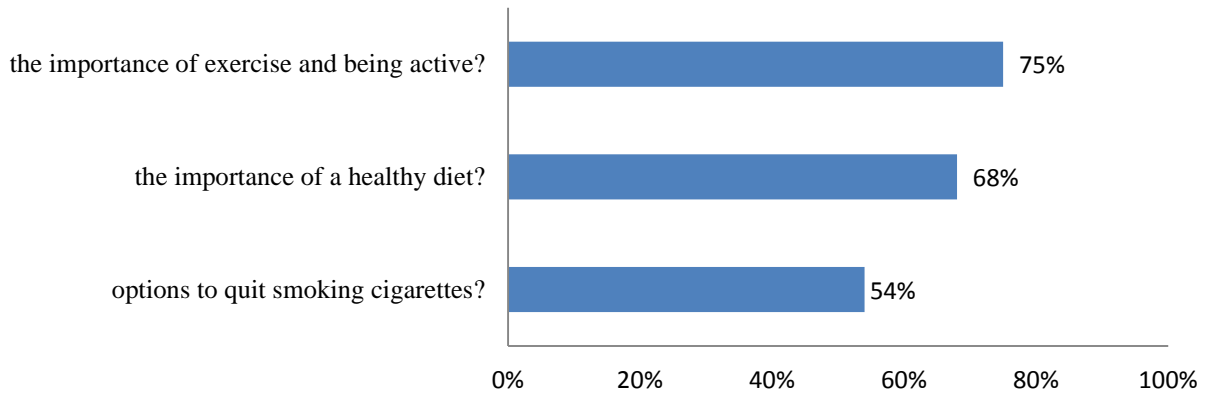
**What is being measured?**

The percentage of people who participated in the 2012 Health Care Services Satisfaction Questionnaire who answered “Yes”, when asked if their healthcare provider had discussed preventative health measures with them in the last two years

**Why is this of interest?**

Not only can advocating for preventative measures improve the client’s quality of life by reducing illness before it happens, it can be an effective way to decrease occurrence of costly preventable diseases, such as cardio/respiratory disease, cancer and diabetes.

**Percentage of respondents who answered the question: in the last 24 months, has your healthcare provider discussed with you . . .**



## ***c) Responding to Priorities of the 17<sup>th</sup> Assembly***

### **Priority 1 – Building a strong and sustainable future for our Territory**

#### **Description**

Strengthening our relationships with Aboriginal and other northern governments

#### **Actions for 2012-13**

The Department will engage in discussions with Aboriginal governments about reforming the health and social services governance system to allow for more efficient system-wide operations, while respecting and accommodating existing and emerging Aboriginal self-government arrangements.

#### **Description**

Working with our partners to ensure responsible stewardship through our land and resource management regime

#### **Actions for 2012-13**

The Department will continue to provide support through the Aboriginal Consultation Unit to meet the GNWT's legal obligation in a coordinated and consistent manner.

### **Priority 2 – Increasing employment opportunities where they are needed most**

#### **Description**

Reducing dependency on government by encouraging people who are able to enter or remain in the workforce

#### **Actions for 2012-13**

- Working with ECE and other Social Envelope departments to provide advice and support in the development of a plan to reduce poverty in the NWT.
- Working in collaboration with ECE, MACA, Justice and Transportation to implement actions from the Healthy Choices Action Plan to encourage people to stay healthy so that they are better able to enter and remain in the workplace.
- Working with ECE and Industry, Tourism and Investment (ITI), maximize employment, training and community wellness and business benefits through socio-economic agreements from industry.

#### **Description**

Supporting child care programs to help parents become or stay employed

#### **Actions for 2012-13**

Work in collaboration with ECE on Early Childhood Development Programs such as the Healthy Family Program to provide support to families to better manage work and child care responsibilities.

**Priority 3 – Strengthening and diversifying our economy**

**Description**

Supporting the Mackenzie Gas Project

**Actions for 2012-13**

Provide input and support on the GNWT's response to the challenges and opportunities that will be generated through the development, including those related to the MGP Socio-economic agreement and construction phase.

**Description**

Supporting the traditional economy

**Actions for 2012-13**

- In collaboration with ITI and the Department of Human Resources provide Aboriginal language and culture-based education programs and contribution programs that support traditional art, culture and heritage activities.
- Provide wellness funding to support on-the-land activities related to community wellness.

**Description**

Developing a socially responsible and environmentally sustainable economic development and mining strategy

**Actions for 2012-13**

Through the Chief Public Health Officer, the Department researches, assesses and reports on the potential public health impacts of resource development activities within the NWT. This work is done collaboratively with other departments such as Environment and Natural Resources (ENR) and ITI.

**Priority 5 – Ensuring a fair and sustainable health care system**

**Description**

Investing in prevention, education, awareness and early childhood

**Actions for 2012-13**

- Carry out health promotion and prevention activities including, interventions and public messaging on physical activity, healthy eating, mental health and addictions, tobacco reduction and cessation, injury prevention and high-risk sexual activity.
- Work with other departments and community based organizations to provide mental health programming for youth.
- Sponsor public education and awareness programs aimed at reducing injuries in the NWT.
- Maintain communicable disease control by: implementing initiatives aimed at reducing sexually transmitted, coordinating surveillance and provider education, and pandemic preparedness.

- Coordinate early intervention screening including the Breast Cancer Screening Program and Colorectal Screening Program.
- Assist individuals to better manage their chronic disease and reduce complications and hospitalizations including the Diabetes Self-Management Pilot Program and the Diabetes Capacity Building Project.
- Focusing on prevention, we will continue to work closely with our community partners, other GNWT Departments and NGOs to address the needs of everyone affected by family violence and elder abuse.
- Partner with communities to develop culturally appropriate child development and prenatal programming. Some early childhood initiatives include:
  - Fetal Alcohol Spectrum Disorder (FASD) Prevention
  - Injury Prevention Education in the communities
  - Targeting pregnant women and women with infants up to 12 months of age to support activities related to nutrition screening, education and counseling, maternal nourishment, breastfeeding promotion, education and support
- Respite services to delay or avoid the foster placement of children with disabilities or complex needs.
- Oral health promotion.
- Rehabilitation services such as physiotherapy, occupational therapy, speech language pathology and audiology.

**Description**

Enhancing addictions treatment programs using existing infrastructure

**Actions for 2012-13**

- The Community Counseling Program (CCP) provides mental health and addictions services that include services through prevention, treatment and aftercare programs. Timely access to these services help to ensure that individuals are better equipped to fully participate and function optimally in their personal lives and in the workplace.
- On average, \$6 million is invested annually in the Community Counseling Program and another \$1 million in other related programs and initiatives such as the NWT Help Line and community-based on-the-land programs.
- There are 76 funded positions in the Community Counseling Program including Community Wellness Workers, Mental Health and Addictions Counselors and Clinical Supervisors in all regions.
- Approximately \$2 million annually is invested to operate a 30-bed treatment centre in Hay River (Nat'sejee K'eh Treatment Centre). The treatment centre provides a 28-day alcohol and drug treatment program for adults.
- Individuals requiring highly specialized addictions treatment unavailable in the NWT are referred to the Out-of-Territory Review Committee (OOTRC). The OOTRC reviews all referrals for alcohol and drug treatment outside of the NWT that are not covered by third party insurance and provides final approval based on the applications it receives.

HSS is developing a Mental Health and Addictions Action Plan to ensure access to comprehensive mental health and addictions services by:

- Increasing public understanding of mental health and addictions
- Integrating MHA programs into primary community care
- Improving access to services and increasing accountability; and

## *Health and Social Services*

- Reducing barriers to treatment and resources through client-centered approaches, enhanced case management and better integration into the overall primary care model.

The Chronic Disease Management project is looking at how to provide better intervention and support to patients with mental health needs.

The Department is working with Aboriginal and community governments to develop wellness plans that build on existing community assets and resources to provide services that best meet the needs of the community.

### **Description**

Addressing health facility deficits

### **Actions for 2012-13**

Through the GNWT's Capital Planning Process, the Department will continue to make strategic investments into critical and acute care facilities to meet standards related to infection control and allow for ongoing delivery of effective and safe patient care.



## **d) Infrastructure Investments**

### Planned Activities – 2012-13

#### **Planning Studies**

The Department will complete Planning Studies for the following proposed projects, to bring forward for consideration for inclusion in the GNWT Infrastructure Plan.

- Stanton Territorial Health Authority  
Future redevelopment of Stanton Territorial Hospital.
- Fort Simpson Health & Social Services Centre
- Additional planning studies will be proposed as part of the Department's initiative to refocus its ongoing capital planning.

#### **Medical Equipment**

To continue to deliver safe and efficient quality health services, facilities across the NWT require ongoing medical equipment replacement and investment. The Biomedical Engineering unit within Stanton maintains more than 2,500 pieces of biomedical equipment across the north (valued at over \$30M) and is responsible for assessing and forecasting needs on behalf of all the Authorities.

#### **Health and Social Services Centre - Fort Smith**

The first phase of renovations is scheduled to be finished in 2012. Phases 2 and 3 of this project are anticipated to be completed in 2013/14.

#### **Health Centre – Hay River**

Design build contract will be awarded and begin in 2012/13. Anticipated completion is 2015/16.

#### **Long Term Care Facility - Behchokó**

Replace of the existing 9-bed facility with a new 18-bed facility based on the Department's Long Term Care facility prototype. Construction is scheduled to begin in 2012/13.

#### **Health and Social Services Centre and Long-Term Care Facility – Norman Wells**

Replace the existing Health Centre based on the Department's prototypes developed for Level B/C Health and Social Services Centres and Long Term Care facilities. Design to begin in 2012/13. Completion is anticipated in 2015/16.

#### **Health and Social Services Centre – Fort Providence**

Replace the existing facility based on the Department's Level B facility prototype. Construction is anticipated to start in 2013/14 with completion by 2015/16.

## e) Legislative Initiatives

### Planned Activities – 2012-13

The **Health Information Act** (HIA) is currently being drafted and will be introduced in early 2013/14. The Bill will set out requirements for consent and the collection, use and disclosure of personal health information, allow for collection and use of personal health information for system planning, include provisions for access and corrections to personal health information, establish requirements for the disclosure of personal health information for research purposes, and establish an HIA oversight role for the NWT Information and Privacy Commissioner for compliance purposes.

The **Health and Social Services Professions Act** will regulate a number of health and social services professionals under one statute, or “umbrella” legislation, and will provide consistent mandatory registration, complaints and disciplinary practices. The *Act* will allow for the modernization of existing health and social services licensing. Health and social services professions that are currently unregulated in the NWT can also be more easily regulated under the umbrella *Act*. A legislative proposal for this *Act* will be finalized by fall 2012.

The **Child and Family Services Act** will be amended to respond to the recommendations of the review of the *Act* undertaken by the Standing Committee on Social Programs during the 16<sup>th</sup> Legislative Assembly. A discussion paper will be developed in 2012/13 with a legislative proposal to follow in 2013/14.

The **Health Insurance Act** (working title) will replace the existing *Hospital Insurance and Health and Social Services Administration Act* and the *Medical Care Act* and will govern the administration of the health insurance system. The *Act* will establish a health care registration system, define insured services and, include provisions respecting the administration of the insurance system including ‘shadow billing’ and fee-for service. A legislative proposal will be developed in 2012/13 to be finalized in spring 2013.

The **Health and Social Services Governance Act** (working title) will replace the existing *Hospital Insurance and Health and Social Services Administration Act*. The *Health and Social Services Governance Act* is the legislative foundation for the governance of the health and social services system. The *Act* will provide authority for the establishment, merging and winding-up of regional health and social services authorities, establishment of an accountability framework and, clearly define the Minister’s role and authority in the system. A legislative proposal will be developed in 2012/13 to be finalized early in 2013/14.

### Additional Work – 2012-13

A new **Vital Statistics Act** was passed in August 2011. The *Act* reflects best practices in registration of vital events, including the maintenance and security of personal information contained in the registry. New regulations will be developed in 2012/13 and are required before the new *Vital Statistics Act* can come into force.

A number of regulations under the **Public Health Act** will be completed during 2012/13, for example, the Personal Service Establishment Regulations which are necessary to ensure current and consistent public health standards and requirements for a variety of personal service establishments including spas, tattooists, and hair dressers. They will replace the current Barber Shop and Beauty Salon

Regulations. The Health Hazard Control Regulations will be developed and will replace the General Sanitation Regulations, General Sanitation Exemption Regulations, and the Tourist Accommodation Health Regulations. New general sanitation and accommodation and rental premises provisions will be developed to reflect current best practices, better address several specific health hazards, and align with the *Public Health Act*.

## f) Human Resources

### Overall Human Resource Statistics

#### All Employees

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>128</b>		<b>137</b>		<b>131</b>		<b>130</b>		<b>133</b>	
<b>Indigenous Employees</b>	<b>45</b>	<b>35%</b>	<b>45</b>	<b>33%</b>	<b>45</b>	<b>34%</b>	<b>44</b>	<b>34%</b>	<b>44</b>	<b>33%</b>
Aboriginal	24	19%	25	18%	24	18%	23	18%	24	18%
Non-Aboriginal	21	16%	20	15%	21	16%	21	16%	20	15%
<b>Non-Indigenous Employees</b>	<b>83</b>	<b>65%</b>	<b>92</b>	<b>67%</b>	<b>86</b>	<b>66%</b>	<b>86</b>	<b>66%</b>	<b>89</b>	<b>67%</b>

Note: Information as of December 31.

#### Senior Management

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>9</b>		<b>10</b>		<b>9</b>		<b>10</b>		<b>14</b>	
<b>Indigenous Employees</b>	<b>2</b>	<b>22%</b>	<b>2</b>	<b>20%</b>	<b>2</b>	<b>22%</b>	<b>3</b>	<b>30%</b>	<b>3</b>	<b>21%</b>
Aboriginal	1	11%	1	10%	1	11%	1	10%	1	7%
Non-Aboriginal	2	11%	1	10%	1	11%	2	20%	2	14%
<b>Non-Indigenous Employees</b>	<b>6</b>	<b>78%</b>	<b>8</b>	<b>80%</b>	<b>7</b>	<b>78%</b>	<b>7</b>	<b>70%</b>	<b>11</b>	<b>79%</b>
<b>Male</b>	<b>4</b>	<b>44%</b>	<b>4</b>	<b>40%</b>	<b>4</b>	<b>44%</b>	<b>6</b>	<b>60%</b>	<b>9</b>	<b>64%</b>
<b>Female</b>	<b>5</b>	<b>56%</b>	<b>6</b>	<b>60%</b>	<b>5</b>	<b>56%</b>	<b>4</b>	<b>40%</b>	<b>5</b>	<b>36%</b>

Note: Information as of December 31

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>13</b>		<b>11</b>		<b>7</b>		<b>4</b>		<b>6</b>	
<b>Male</b>	<b>9</b>	<b>69%</b>	<b>8</b>	<b>73%</b>	<b>4</b>	<b>57%</b>	<b>3</b>	<b>75%</b>	<b>5</b>	<b>83%</b>
<b>Female</b>	<b>4</b>	<b>31%</b>	<b>3</b>	<b>27%</b>	<b>3</b>	<b>43%</b>	<b>1</b>	<b>25%</b>	<b>1</b>	<b>17%</b>

Note: Information as of December 31

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>1</b>	<b>0.8%</b>	<b>0</b>	<b>0%</b>	<b>2</b>	<b>1.1%</b>	<b>1</b>	<b>0.8%</b>	<b>0</b>	<b>0%</b>

Note: Information as of December 31

**Position Reconciliation**

This information differs from the employee information on the preceding page; Human Resource information reflects actual employees as of March 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

**Active Positions - Department**

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Business Plan</b>
Total	142	7	149
Indeterminate full-time	142	7	149
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments Approved Through Sunsets:

Position	Community	Region	Added/ Deleted	Explanation
Foundation for Change Coordinator	Yellowknife	HQ	Deleted	Sunset

Adjustments Approved Through Other Initiatives:

Position	Community	Region	Added/ Deleted	Explanation
Senior Project Manager, System Innovation	Yellowknife	HQ	Added	THSSI Funding
Project Manager, Territorial Support Network	Yellowknife	HQ	Added	THSSI Funding
Project Manager, Collaborative & Consolidated Services	Yellowknife	HQ	Added	THSSI Funding
Policy Officer - Medical Travel	Yellowknife	HQ	Added	THSSI Funding
CFS Committee Coordinator	Yellowknife	HQ	Added	

Other Adjustments:

Position	Community	Region	Added/ Deleted	Explanation
Assistant Deputy Minister	Yellowknife	HQ	Added	Funded through Internal Reallocations
Administration Assistant	Yellowknife	HQ	Added	Funded through Internal Reallocations
Director, Policy, Communications & Legislation	Yellowknife	HQ	Added	Funded through Internal Reallocations
Manager	Yellowknife	HQ	Deleted	Funded through Internal Reallocations
Director - Territorial Health Services	Yellowknife	HQ	Added	Funded through Internal Reallocations
Manager, Infrastructure Planning	Yellowknife	HQ	Deleted	Funded through Internal Reallocations
Director – Infrastructure Planning	Yellowknife	HQ	Added	Funded through Internal Reallocations
Planning Facilitator, Official Languages	Yellowknife	HQ	Deleted	Funded through Internal Reallocations
Manager, Official Languages	Yellowknife	HQ	Added	Funded through Internal Reallocations

## Health and Social Services

### Other Positions

Summary:

	<b>2011-12</b>	<b>Change</b>	<b>2012-13</b>
Total	17	(2)	15
Indeterminate full-time	17	(2)	15
Indeterminate part-time	-	-	-
Seasonal	-	-	-

### Other Adjustments

Third Party Funding

Position	Community	Region	Added/ Deleted	Explanation
Telehealth Speech Project Coordinator	Yellowknife	HQ	Delete	Casual position counted in error
Health Promotion Project Coordinator	Yellowknife	HQ	Delete	Correction to Business Plan count

Interns <sup>(1)</sup>

Position	Community	Region	Added/ Deleted	Explanation
Intern Contaminants	Yellowknife	HQ	Added	Intern

<sup>(1)</sup> Note : Interns are not included in Summary amounts above

### Active Positions - Authorities

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Business Plan</b>
Total	1,316	2	1,318
Indeterminate full-time	1,182	3	1,185
Indeterminate part-time	134	(1)	133
Seasonal	-	-	-

Adjustments Approved Through Forced Growth:

Position	Community	Region	Added/ Deleted	Explanation
Laboratory Info Systems Administrator	Yellowknife	North Slave	Added	Forced Growth - STHA
Clinical Program Assistant (PT)	Yellowknife	North Slave	Deleted	Forced Growth - STHA
Clinical Program Assistant (FT)	Yellowknife	North Slave	Added	Forced Growth - STHA
Clinical Program Assistant	Yellowknife	North Slave	Added	Forced Growth - STHA

**Other Human Resource Information**

The Department of Human Resources (HR) has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011.

<b>Summer Students</b>				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
10	10	7	3	

Note: Information as of August 17

<b>Transfer Assignments (In)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
14	5	2	3	9

Note: Information as of December 31

<b>Transfer Assignments (Out)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
11	5	2	3	6

Note: Information as of December 31

**Other Activities Associated with Human Resources**

Through the 2010 health programs and services program audit, the Office of the Auditor General recommended that HSS in collaboration with Authorities and support from HR should:

- develop a comprehensive human resources recruitment plan for the NWT health care system; and
- develop and implement a service level agreement for recruitment and retention processes and activities that clearly sets out roles and responsibilities, timelines, and services to be delivered.

The Department has recently established the position of Assistant Deputy Minister, Corporate Services. This position will be tasked with ensuring that collaboration with HR and Health and Social Services Authorities on human resource planning is given a high priority.

The Department, in partnership with the HR, will undertake the development of a comprehensive human resource recruitment plan for the entire system beginning in 2012. This will be a long-term

### *Health and Social Services*

project, so as an interim measure the two departments will work with consultants to identify strategies to improve recruitment and retention in the health and social services professions within existing resources over the next few years. A draft Service Partnership agreement is under development and will focus initially on the areas of staffing and recruitment.



## *g) Information Systems and Management*

### Overview

The Information Services Division provides the following services within the Department:

- Leadership in strategy, policy and standards development for informatics and management information;
- Application system management including analysis, development, implementation, project management and support;
- Management of contracts and services with organizations that provide analysis, development, implementation, project management, support, maintenance and enhancement services for the Department's major operational systems (excluding GNWT central systems such as SAM and PeopleSoft);
- Management of the service agreement with the GNWT Technology Services Centre for both infrastructure and network support; and
- Participation in various pan-Canadian and regional strategic informatics and data standard initiatives within health and social services.

In addition, Information Services provides the following services in support of the Authorities:

- Leadership in system-wide informatics planning, applications and infrastructure;
- Integration, co-ordination and funding for major informatics initiatives among the Authorities;
- Integration of computer-based bio-medical facilities and Telehealth delivery facilities with management information systems; and
- Management of the service agreements for infrastructure support and communication services in the Authorities and remote health centers where local expertise is not available to provide such services.

Through investments from Canada Health Infoway, the Department will make investments in information technology, information systems and information management in order to support service delivery, management information and decision-making by front-line workers, policy makers and management both in the Department and in the Authorities.

### Planned Activities - 2012-13

The Health and Social Services (HSS) Strategic Plan *Building on our Foundation 2011-2016*, specifically includes innovative, reliable technology as vital to achieving transformational changes. These changes are necessary to enable service delivery from a Territorial system approach, where patients are the centre of high quality, safe, sustainable care.

#### **Electronic Medical Record (EMR)**

Health & Social Services (HSS) is undertaking an Enterprise (Territory-wide HSS) Electronic Medical Record (EMR) project that includes charting as well as the Practice Management (PM) components of scheduling and billing. Implementation of an Enterprise EMR will accelerate the broader goal of moving from paper records to digital and supporting integration of digital data across the HSS system. An Enterprise EMR has been identified as a cornerstone clinical tool to improve

## *Health and Social Services*

access to Specialists and connect patients and local care providers with virtual teams to enable service delivery in home communities.

This project is supported with a \$345,000 capital investment from Canada Health Infoway for a project planning portion and a \$4,175,000 capital investment from the GNWT. A funding proposal will be submitted to Canada Health Infoway for additional capital contribution anticipated to begin in 2012-13. 2012-13 is year one of the EMR five year deployment project.

### **Diagnostic Imaging/Picture Archiving Communication System (DI/PACS)**

DI/PACS have moved x-rays from film to digital format. Previous to DI/PACS film was processed in a community and mailed to a Radiologist in Yellowknife or the South, and time to have the image reviewed and results back could take up to 2 weeks. It can now be done in 2-3 days and in emergency cases, has been as fast as 35 minutes. DI/PACS is successfully available everywhere that DI services are offered within the NWT HSS system. Further, voice recognition (automated transcription) has been in place since June 2011 to enable faster turn-around time for DI reports (provided through Stanton Territorial Health Authority). This project is supported with a \$4,301,000 capital investment from Canada Health Infoway and a \$1,639,000 capital investment from the GNWT.

The project's final phase of "inter-operability" will be explored in 2012-13. An initial "inter-operability" opportunity to be analyzed is assessment of the viability of using DI/PACS to support timely diagnosis and treatment for NWT stroke patients. This would involve electronically connecting with Southern Specialists and supporting Tissue Plasminogen Activator (TPA) medication administration in the NWT.

### **Interoperable Electronic Health Record (iEHR)**

The iEHR provides a summary view of a patient's key medical information. Currently available are demographics, all NWT lab results, NWT hospital event history, and transcribed NWT specialist reports. This provides clinicians with access to information to enable better decision making, reduces unnecessary repeat tests, and supports improved care and better patient outcomes. Access to the iEHR is available for all NWT clinicians who need to have access to the information. Over 400 users across the NWT currently have access, and additional requests are received on an on-going basis. This project is supported with a \$5,749,000 capital investment from Canada Health Infoway and a \$1,135,000 capital investment from the GNWT.

The project's final phase of "inter-operability" will be explored in 2012-13. Exploration has begun, to determine the potential for sharing patient information through the iEHR, with Alberta clinicians for continuity of NWT patient care. Current legislation differences do not support full bi-directional sharing of information. Analysis is scheduled to determine if there are any opportunities that would comply with legislation.

## **Projects Transitioning to Operations**

### **Laboratory Information System (LIS)**

LIS software supports daily operational lab services in the NWT laboratories. It is also a critical source system, providing lab results to the interoperable Electronic Health Record and to the current installations of Electronic Medical Record systems in Yellowknife Health and Social Services and Hay River Health and Social Services.

The previous vendor announced they would no longer be providing support for the product beyond December 2009, exposing laboratory services to significant risk. Through approval of a supplementary appropriation in February 2010, a replacement project was initiated and implemented in December 2011. This project was supported with a \$1,754,000 capital investment from the GNWT. 2012-13 will be a year of transition o day-to-day operations.

**Tele-Speech Language Pathology (TeleSLP)**

TeleSLP provides the medium for access to services and thus improved client outcomes. The project additionally involved collaboration with ECE, and video conferencing units were provided by the Department to schools to enable delivery of Speech Language Pathology services to school aged children right in their schools.

This project is supported with 100 percent capital investment of \$3,461,000 from Canada Health Infoway. There was no GNWT capital funding portion. 2012-13 will be a year of transition from being a project to day-to-day operations including operational support and training services.

**JUSTICE**



# 1. Overview

## MISSION

Our mission is to serve the residents of the NWT by:

- Working with community members so that communities are safe and secure;
- Ensuring that all residents have access to justice, including legal aid, the courts, alternatives to the courts and other justice-related services;
- Providing legal services to the Government of the Northwest Territories (GNWT) and its agencies;
- Protecting the rights and freedoms of individuals and groups; and
- Promoting respect for the law and the Constitution of Canada.

## GOALS

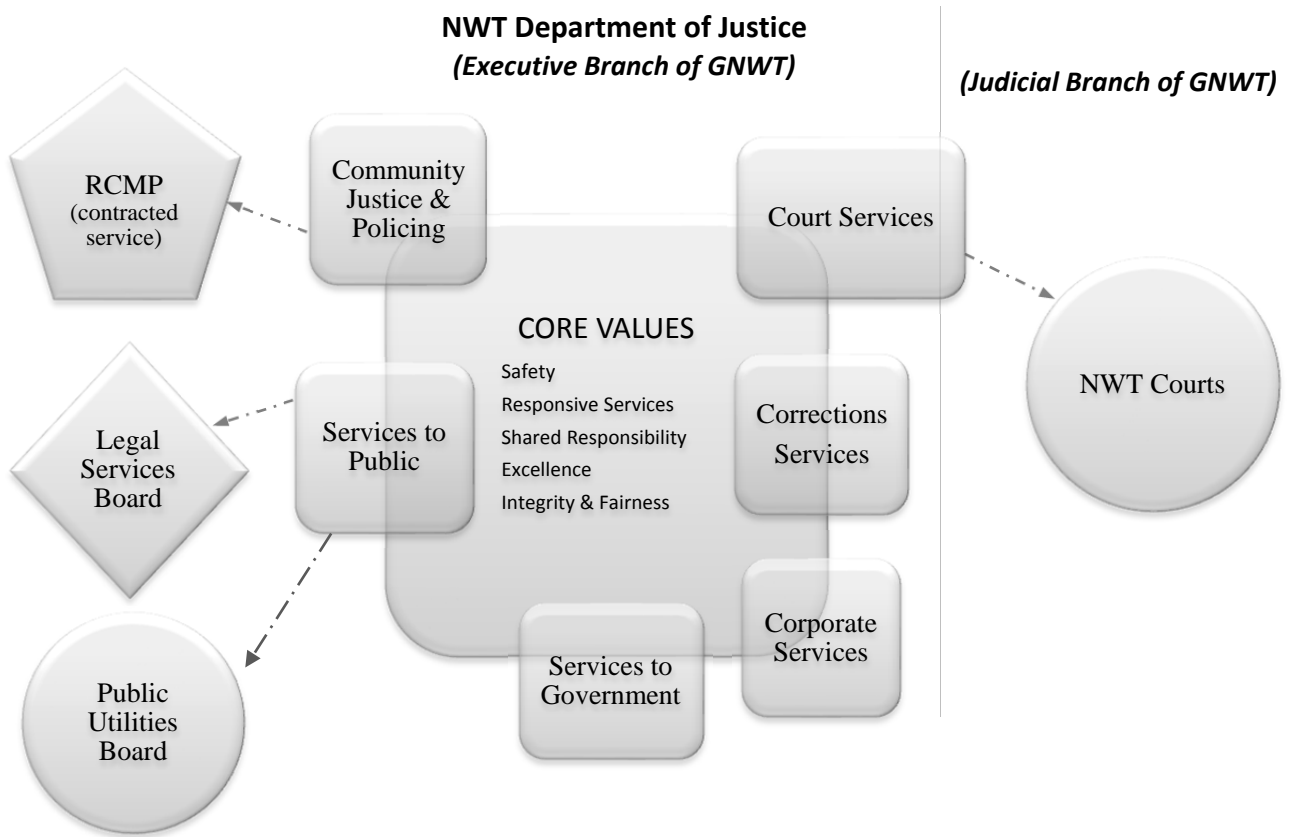
1. Communities have increased capacity and a role in addressing justice issues.
2. Programs, safe and secure custody, and community supervision are in place to support the rehabilitation of offenders.
3. Communities are safer.
4. Victims of crime are supported and have meaningful roles in the justice system.
5. Families in conflict are supported.
6. All residents have access to justice.

## KEY ACTIVITIES

- Services to Government
- Law Enforcement
- Legal Aid Services
- Court Services
- Community Justice and Corrections
- Services to the Public

The following diagram presents the Department's key activities and working relationships with other agencies and public bodies as well as the judicial branch of government (courts).

Figure 1



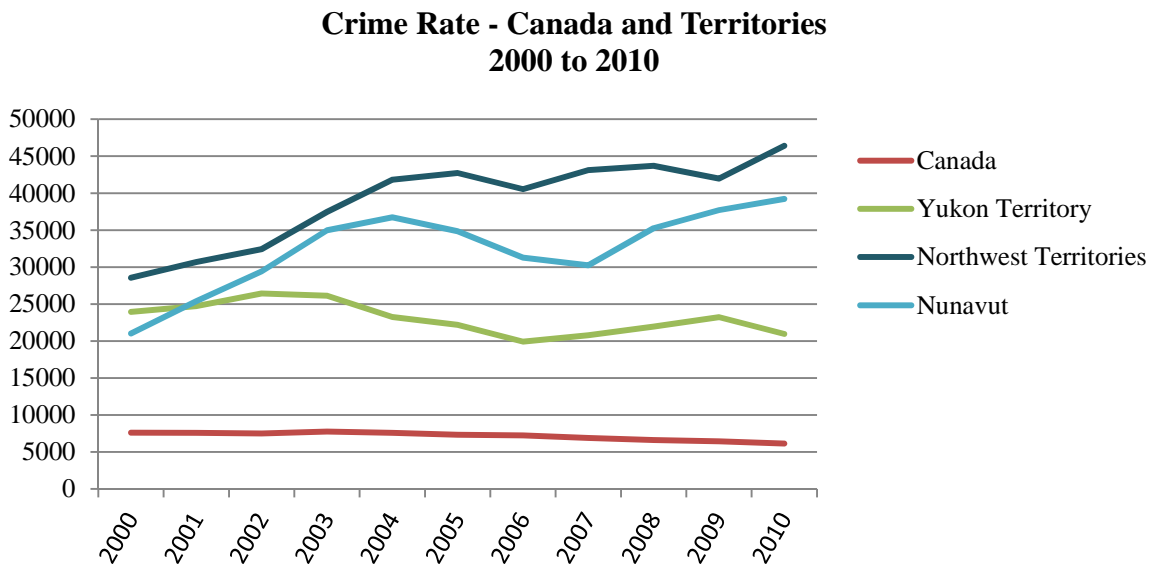
## 2. Emerging Issues

### Improving the Justice System’s Approach to Crime

#### Understanding the NWT’s High Crime Rate

The NWT has the highest police-reported crime rate in Canada, and the rate is increasing at a time when crime rates in southern Canada are decreasing. This is influenced, in part, by the high number of police per capita in the NWT (451/100,000-the highest in Canada<sup>1</sup>), which may contribute to a higher level of reporting. Nevertheless, a high rate of crime is also driven by demographic and social factors, such as our relatively young population, low education attainment, and abuse of drugs and alcohol often related to the traumatic impacts of residential schools. In 2010, the Crime Rate, which measures the overall volume of crime in the NWT, went up by 11%.

Figure 2

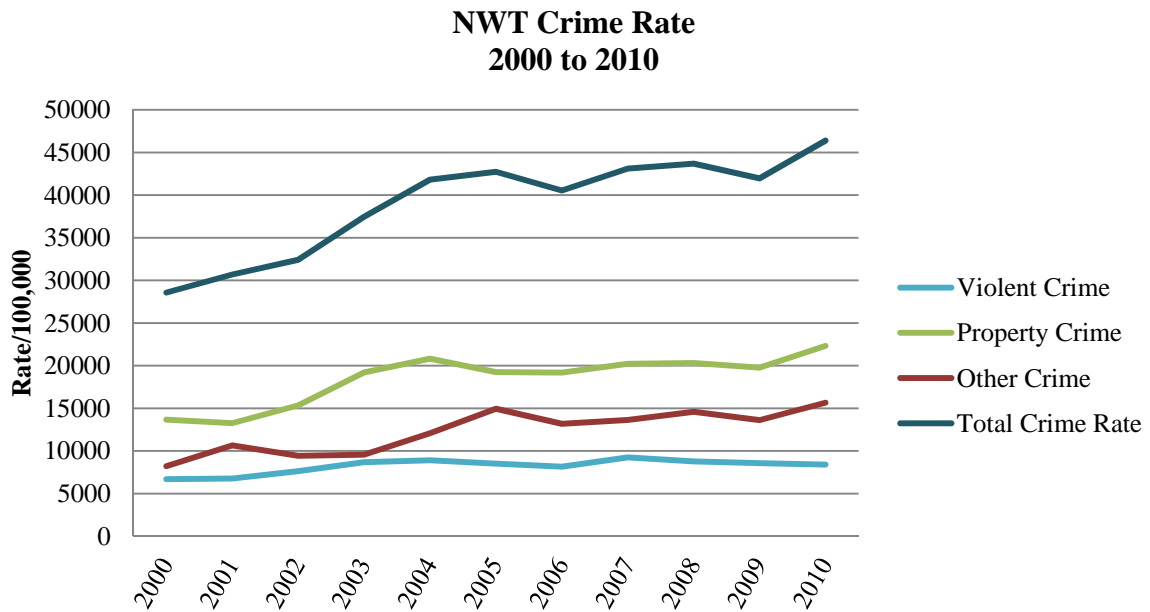


There are three categories of crime included in the Crime Rate: Violent Crime, Property Crime and Other *Criminal Code* Offences. Although Violent Crime decreased by 2% in 2010, Property Crime was up by 13% and Other *Criminal Code* Offences increased by 15%.

<sup>1</sup>Police Resources in Canada 2011, Statistics Canada



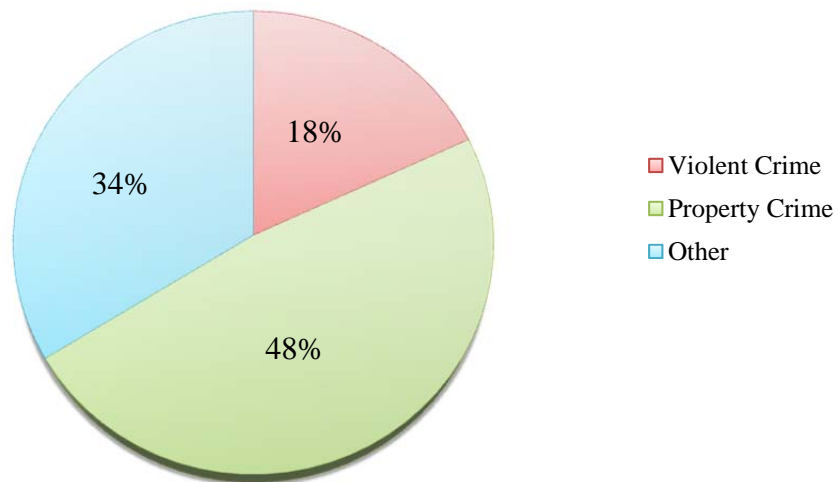
Figure 3



Of the non-violent offences reported by police in 2010, 77% of offences classified as “other” were “disturbing the peace” and 78% of offences classified as “property crimes” were “mischief”. In 2010, the property and other *Criminal Code* offences made up 82% of the total volume of police-reported crime. Mischief and disturbing the peace are offences that are often related to abuse of alcohol.

Figure 4

### NWT Police-reported Crime - 2010



## *Justice*

Although the NWT violent crime rate decreased in 2010, it is still the second highest in the nation.<sup>2</sup> The high rate of violent crime in the NWT has had – and will continue to have – an impact on police charges, sentenced custody, and the number of accused held in custody awaiting trial or sentencing.

In 2008-09, 88% of adult offenders in custody were male, 88% were Aboriginal, and most were young (median age 29). Many of these offenders share other similarities:

- They probably knew their victim;
- They may have a cognitive disability like FASD or a mental health problem, and/or may be struggling with addictions;
- They most likely plan to return to their home community;
- They may be unemployed;
- This is likely not their first or last crime and their time in custody will be short (median sentence: 122 days).

Rehabilitation of offenders within the corrections system can only be a small part of a longer-term plan to help individuals on their road to recovery and self-sufficiency, and to build healthier, safer communities. Measures to prevent and reduce crime must include initiatives that address social factors, recognize the impact of economic “boom” or “bust” cycles, and mitigate the impact of legislative changes. The justice system cannot address crime alone; social agencies and departments at the territorial and federal levels must work in partnership with communities to deal with the factors that lead to crime.

### ***Factors outside the Department’s Control are Driving Demand***

The Department will continue to experience a significant increase in demand for services, based largely on factors outside its control. For example, the costs and workload associated with trials, court sittings and court travel are largely controlled by the NWT Courts, and will continue to be highly unpredictable. As well, changes in federal legislation will, in conjunction with cutbacks in federal and territorial programs, have residual and cumulative effects on the courts, corrections services, policing, victim services and legal aid.

One example of federal legislation that is expected to have an impact on the NWT is Bill C-10, *Safe Streets and Communities Act*, which received Royal Assent on March 13, 2012. Bill C-10 includes new offences, mandatory minimum sentences, and higher penalties for some offences, and provides for a tougher approach to youth crime. It is anticipated that the changes proposed in Bill C-10 and other federal criminal law initiatives will, when in force, require that more of the Department’s already stretched resources are spent on correctional facilities (either building or renovating), more court sittings and travel, and more legal aid lawyers. As a result, fewer resources will be available for what could be considered more effective approaches such as rehabilitation, crime reduction and prevention initiatives.

In addition to legislation, large-scale economic development projects like the proposed Mackenzie Valley Pipeline are also expected to create pressures on the justice system, as will changes in demographics. Measures to better forecast and address changes in demand are required.

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<sup>2</sup>*Police-reported Crime Statistics in Canada, 2010*, Statistics Canada

## **Improving Access to Justice**

### ***The Needs in NWT Communities Vary Widely***

It is not feasible or financially possible to provide justice services exactly the same way in each community. Some services will continue to be so specialized that they are only offered in one location. Likewise, the types of services required for communities like Yellowknife, Hay River, Fort Smith and Inuvik will vary significantly from the types of services that are required in other communities. The challenge for the Department will be to continue to explore how each NWT community can have access to justice services in a way that is both sustainable over time and appropriate for that community's needs.

### ***The Civil/Family Law System is not Fully Responding to Families***

The civil/family law system is expensive and time consuming, and does not always provide an effective response to the needs of families in crisis or in transition. The formal legal system can be ill-equipped to resolve family issues that are complicated and emotionally charged. While there are a range of supports for families already in contact with the formal justice system, such as victim services and mediation, the Department's role is limited in how it can assist families before they come into contact with the formal justice system. A new collaborative approach to meeting the needs of families in transition is required.

## **Building a Strong Foundation**

### ***The Department's Financial Capacity is Limited***

The Department is not adequately funded to deliver core services and is struggling to sustain its operations. Services required by legislation, and services that are essential to public safety, are critically underfunded. Additionally, over the next 10 years, it is anticipated that the Department's financial capacity will be further weakened by cost drivers outside the Department's influence. As a result, there will be pressure to significantly reduce discretionary programs to offset the overall Departmental deficit. Ironically, it is discretionary programs such as community based initiatives that have the potential to reduce costs in the long term. The Department will need to make difficult financial decisions that are mindful of the effects on partner organizations.

### ***The Department is Not Sufficiently Staffed***

The Department is expected to face a shortage of skilled staff throughout the justice system. Recruitment for specialized positions will continue to be difficult, and staff will require ongoing and consistent training to perform their jobs effectively. There are also not enough positions in some territorial functions to create a critical mass for the delivery of legislated justice services. As a thinly staffed organization – particularly for centralized functions that support service delivery and the frontline staff – the Department will continue to be exposed to business continuity issues caused by staff absences and turnover. The Department has many skilled and committed employees but without measures being taken to ensure there are adequate supports for staff and sufficient redundancy in critical areas the Department will see increasing challenges to adequately fulfill its mandate.

***Technology is Aging and at Risk of Failure***

Justice has a unique set of technological and information needs driven by the legal and practical requirements of our legislated services and core programs. Notably, the Department must provide information technology and systems (IT/IS) infrastructure for the NWT court system in a way that upholds the constitutional principles mandating an independent judiciary. Similar to other GNWT departments, Justice must also have reliable and current IT/IS to support critical operations and delivery of departmental programs.

The Department currently has aging IT/IS infrastructure that is fundamental to supporting core services and programs. Immediate and significant investment is required to replace systems supporting NWT courts, the Correctional Service, Legal Registries and other programs and services. Resources are also required to invest in business continuity measures for ongoing IT/IS needs while also advancing major projects and initiatives.

### 3. 2012-13 Planning Information

The detailed description of planned activities for the Department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the Department's operation expenses and revenues.
- b) **Key Activities** describes the Department's major programs and services, including strategic activities, as well as results to date and measures.
- c) **Putting Priorities into Action** describes current major activities the Department is leading in supporting the priorities identified by the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the Department's planned infrastructure investments for 2012-13.
- e) **Legislative Initiatives** provides a summary of the Department's legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes Department specific information and management systems as well as major initiatives planned for 2012-13.

#### a) Fiscal Position and Budget

##### DEPARTMENTAL SUMMARY

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OPERATIONS EXPENSE</b>				
Services to the Government	10,866	10,824	10,394	9,184
Law Enforcement	39,469	35,960	35,120	33,988
Legal Aid Services	5,905	5,912	5,905	5,469
Court Services	11,378	11,293	11,381	11,341
Community Justice and Corrections	40,616	39,326	38,683	39,999
Services to the Public	5,372	5,150	5,161	4,553
<b>TOTAL OPERATIONS EXPENSE</b>	<b>113,606</b>	<b>108,465</b>	<b>106,644</b>	<b>104,534</b>

## OPERATION EXPENSE SUMMARY

	Proposed Adjustments				Proposed Budget 2012-13 (\$000)	
	Main Estimates 2011-12 (\$000)	Forced Growth (\$000)	Sunsets and Initiatives (\$000)	Other Adjustments (\$000)		Internal Reallocations (\$000)
<b>Services to Government</b>						
Directorate	1,628	-	-	-	(127)	1,501
Aboriginal Consultation Unit	350	-	50	-	(94)	306
Finance Division	3,103	273	-	-	-	3,376
Legal Division	2,971	539	-	(386)	94	3,218
Legislation Division	1,205	-	-	-	-	1,205
Policy & Planning	1,078	-	18	-	127	1,223
Amortization	59	-	-	(22)	-	37
<b>Total Activity</b>	<b>10,394</b>	<b>812</b>	<b>68</b>	<b>(408)</b>	<b>-</b>	<b>10,866</b>
<b>Law Enforcement</b>						
Territorial Police Services Agreement	34,644	4,102	247	-	-	38,993
First Nations Policing	424	-	-	-	-	424
Biology Casework	52	-	-	-	-	52
<b>Total Activity</b>	<b>35,120</b>	<b>4,102</b>	<b>247</b>	<b>-</b>	<b>-</b>	<b>39,469</b>
<b>Legal Aid Services</b>						
Legal Aid Administration	2,456	-	-	-	-	2,456
Courtworkers	1,120	6	-	-	-	1,126
Legal Aid Staff Lawyers	1,044	1	-	-	-	1,045
Family Law Clinic	409	-	-	-	140	549
Somba K'e Clinic	827	-	-	(7)	(140)	680
Amortization	49	-	-	-	-	49
<b>Total Activity</b>	<b>5,905</b>	<b>7</b>	<b>-</b>	<b>(7)</b>	<b>-</b>	<b>5,905</b>
<b>Court Services</b>						
Courts Administration	565	-	-	-	-	565
Court Library	263	-	-	-	-	263
Court Registries	6,570	37	-	-	-	6,607
Territorial Court	2,471	(7)	-	-	-	2,464
Justice of the Peace	578	-	-	-	-	578
Court Reporters	517	-	-	-	-	517
Amortization	417	-	-	(33)	-	384
<b>Total Activity</b>	<b>11,381</b>	<b>30</b>	<b>-</b>	<b>(33)</b>	<b>-</b>	<b>11,378</b>

## OPERATION EXPENSE SUMMARY (CONTINUED)

	Main Estimates 2011-12 (\$000)	Proposed Adjustments			Internal Reallocations (\$000)	Proposed Budget 2012-13 (\$000)
		Forced Growth	Initiatives	Sunsets and Other Adjustments (\$000)		
<b>Community Justice &amp; Corrections</b>						
Corrections Administration	1,877	-	-	-	50	1,927
Community Corrections	3,874	936	-	-	(160)	4,650
Adult Facilities	21,802	1,570	-	-	-	23,372
Youth Facilities	5,333	216	-	(670)	110	4,989
Custodial Placement/Community Supervision	787	-	-	-	-	787
Community Justice	3,240	-	148	(316)	-	3,072
Amortization	1,770	-	-	49	-	1,819
<b>Total Activity</b>	<b>38,683</b>	<b>2,722</b>	<b>148</b>	<b>(937)</b>	<b>-</b>	<b>40,616</b>
<b>Services to the Public</b>						
Public Trustee	389	-	-	-	-	389
Coroner's Office	694	-	-	-	-	694
Rental Office	230	-	-	-	-	230
Legal Registries	1,981	41	-	-	-	2,022
Maintenance Enforcement	761	15	-	(7)	-	769
Protection Against Family Violence	424	-	-	-	-	424
Office of the Children's Lawyer	150	-	150	-	-	300
Public Utilities Board	438	-	-	-	-	438
Amortization	94	-	-	12	-	106
<b>Total Activity</b>	<b>5,161</b>	<b>56</b>	<b>150</b>	<b>5</b>	<b>-</b>	<b>5,372</b>
<b>TOTAL DEPARTMENT</b>	<b>106,644</b>	<b>7,729</b>	<b>613</b>	<b>(1,380)</b>	<b>-</b>	<b>113,606</b>

## REVENUE SUMMARY

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(000)	(000)	(000)	(000)
<b>TRANSFER PAYMENTS</b>				
Federal Cost Shared				
Access to Justice	1,972	1,972	1,972	2,069
Youth Justice Services	3,059	3,059	3,059	3,058
Intensive Rehabilitative Custody and Supervision	200	300	200	361
Aboriginal Justice Strategy	-	316	316	315
	<u>5,231</u>	<u>5,647</u>	<u>5,547</u>	<u>5,803</u>
<b>GENERAL REVENUES</b>				
Federal Exchange of Services	755	820	1,445	1,490
Nunavut Exchange of Services	3,353	3,298	3,298	2,765
Community Parole	25	25	25	15
Young Offenders Allowances	25	25	25	35
Public Trustee Fees	101	101	101	135
Court Fees	168	168	168	152
Land Titles and Legal Registries	4,310	4,237	4,237	4,274
Access to Information and Protection of Privacy Fees	4	3	3	5
Court Fines	372	372	372	345
Maintenance Enforcement Program				
Attachment Costs	24	22	10	32
Interest	3	4	4	-
	<u>9,140</u>	<u>9,075</u>	<u>9,688</u>	<u>9,248</u>
<b>RECOVERIES</b>				
Amortization of Capital Contributions	10	10	-	10
Legal Aid Repayments	60	60	60	83
Air Charter Recoveries	92	103	88	114
Sale of Publications	17	18	18	13
Inmate Recoveries	7	7	7	8
	<u>186</u>	<u>198</u>	<u>173</u>	<u>228</u>
<b>REVENUES</b>	<u><b>14,557</b></u>	<u><b>14,920</b></u>	<u><b>15,408</b></u>	<u><b>15,279</b></u>



## ***b) Key Activities***

### **KEY ACTIVITY 1: SERVICES TO GOVERNMENT**

#### **Description**

“Services to Government” includes the corporate management activities of the **Directorate, Policy and Planning Division, Finance Division, Informatics** and the **Aboriginal Consultation Unit**. It also includes services provided to other GNWT departments, boards and agencies. **Legal Division** provides advice and representation to all GNWT departments and specified public agencies. Lawyers conduct litigation, provide legal opinions, and advise on a wide range of matters, and one position is dedicated to the prosecution of territorial offences. GNWT bills and regulations are prepared by or under the direction of legislative drafters in **Legislation Division**, and legal translators prepare French versions of these documents.

The **GNWT Access and Privacy Office** (within the Policy and Planning Division) is responsible for providing advice and information to GNWT public bodies on the *Access to Information and Protection of Privacy (ATIPP) Act*. Through this Office, the Department provides all GNWT public bodies with oversight and expertise on access and privacy matters relating to ATIPP while also continuing to respond to the increasing number of access-to-information requests directed to the Department. The Office also provides interagency and peer-to-peer communications and support, resources and training, as well as advice and support to GNWT public bodies.

In 2011-12, the Department established a **GNWT Aboriginal Consultation Unit** to provide advice and legal support to GNWT departments engaged in consultation activities. This includes facilitating training and ongoing education for GNWT staff, ensuring that the GNWT’s Consultation Framework remains current as the law evolves, and monitoring consultation initiatives to ensure a consistent and legally sound standard is applied across the GNWT.

#### **Major Program and Service Initiatives 2012-13**

##### ***Justice 10-Year Strategic Plan***

Early in 2012-13, the Department will finalize a strategic plan to set overall direction and establish priorities for the NWT justice system over the next 10 years. A five-year implementation plan and performance measures framework will be included as companion documents to the strategic plan. This plan was informed by strategic initiatives already underway, outcomes of past and current evaluations, and ongoing work with key partners such as social program departments, the RCMP, community leadership and frontline service providers. Complementary to this strategic planning exercise, the Department is currently undertaking a risk assessment with the Audit Bureau to identify business continuity risks relating to the delivery of core programs and services. This work is expected to be completed in the spring of 2012, and will assist with prioritizing actions to support core operations that can be taken with existing staff and resources in the short-term as the Department identifies areas requiring a longer-term approach.

##### ***GNWT Aboriginal Consultation Unit***

The need for the GNWT to engage in meaningful consultation with Aboriginal governments continues to expand as economic and resource development continues in the NWT, as conservation and environmental issues arise, and as land claim and self-government processes advance. The

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GNWT needs to employ best practices in discharging its legal obligations to consult, and to ensure that those who carry out consultation activities have the necessary training and tools they require. In 2012-13, training materials will be updated to incorporate changes in the law. The Aboriginal Consultation Unit will also initiate discussions with the Federal Government to advocate that consultation efforts by both the territorial and federal governments are coordinated.

### ***GNWT Access and Privacy Office***

In early 2011, the 16<sup>th</sup> Legislative Assembly allocated additional resources for the GNWT Access and Privacy Office. These increased resources funded a second position in the Office to allow it to move forward on a wide range of access and privacy initiatives, including those recommended by the Legislative Assembly through the review of the Information and Privacy Commissioner's annual reports. Progress on initiatives has regularly been reported in past GNWT responses to Standing Committee reports, and has included the following:

- Development and revision of guidelines and policies pertaining to electronic records, emails and mobile devices;
- Development of privacy assessment tools and privacy breach protocols;
- Development and implementation of new access and privacy training for employees and GNWT boards; and
- Development of guidelines for the application of specific ATIPP exceptions and guidelines for proactive routine disclosure.

The Department will continue this work during 2012-13. Additionally, the Department will conduct a comprehensive review of all past recommendations put forward by Standing Committees and report on this review to the 17<sup>th</sup> Assembly. Legislative amendments to the *Access to Information and Protection of Privacy Act* would be determined pending outcomes of the review of past recommendations and additional analysis of the legislation, policies and practices. The decision to undertake a more in-depth examination of the *Act*, including a review of access to information and privacy legislation in other Canadian jurisdictions, will be dependent on progress on these priority activities and availability of resources.

### ***Legal and Legislative Support***

In 2012-13, the Department will continue to provide legal support to the Department of Executive to assist in devolution and resource revenue sharing negotiations with Canada. When instructed, Legislation Division will provide support by drafting new and amending legislation as required for devolution implementation. Justice will also continue to provide legal support to the Department of Aboriginal Affairs and Intergovernmental Relations (specifically the land claim and self-government negotiation teams). Legal counsel will attend negotiation sessions, advise on and draft various agreements, and provide oral and written legal advice to the negotiating teams as required.

### ***Mitigating Impacts of Large-Scale Resource Development***

The Department will continue to participate in GNWT activities to identify, monitor and report on the impacts of large-scale resource development on the NWT justice system. Activities include providing legal advice, identifying service requirements and associated resource needs, and fulfilling commitments made during environmental regulatory processes. A significant aspect of planning work will be carried out in partnership with the RCMP "G" Division to ensure there are adequate policing resources in place when large-scale construction or other resource development activities occur.

## KEY ACTIVITY 2: LAW ENFORCEMENT

### Description

Policing services for NWT communities are provided by the RCMP through an agreement between the GNWT and the Government of Canada. There are also cost-sharing programs with the Government of Canada with respect to First Nations policing to support additional RCMP resources for policing in the north. An agreement is also in place with Public Safety Canada to cost-share DNA testing and analysis.

### Major Program and Service Initiatives 2012-13

#### **Overall**

The NWT retains the RCMP to provide territorial level policing and pays 70% of contract costs. The remaining 30% is provided by Canada. The federal government, through the RCMP, is responsible for the enforcement of federal statutes, and for providing services such as forensic laboratories, identification services, the Canadian Police Information Centre, and the Canadian Police College.

#### ***20-Year Territorial Policing Agreement (2012-2032)***

A new 20-year agreement for RCMP services in the NWT was signed in March of 2012. The new contract gives the NWT more influence over key areas such as cost containment, governance and operational and financial accountability. The contract also provides mechanisms to support appropriate oversight of operational and financial effectiveness. Under this new contract, the NWT will see greater accountability from the RCMP for police services.

In 2012-13, the Department will work with RCMP “G Division” to implement the contract. Justice will also work with federal/provincial/territorial contracting jurisdictions (through a Contract Management Committee) to develop a joint work plan in support of the increased accountability measures outlined in the contract. The Department has added two new dedicated positions to allow it to manage a contract of this size and to adequately participate in the development and ongoing implementation of the accountability framework.

#### ***NWT Policing Priorities***

Under the Territorial Police Services Agreement, annual policing priorities are established by the Minister of Justice and provided to RCMP “G” Division. In 2012-13, the Department will continue to work with communities and the RCMP to advance the following priorities:

1. Promote public trust and confidence in policing services;
2. Identify policing priorities with every community;
3. Develop policing plans based on community priorities;
4. Target resources to plans; and
5. Ensure ongoing and consistent reporting.

Justice will work with the RCMP to advance these policing priorities by enhancing accountability through better communications, reporting and meaningful community-based planning for policing services. For example, the RCMP will continue to work with communities to develop community policing plans that are responsive to local needs and issues. In 2011-12, policing plans were established for all NWT communities. It is anticipated that this process will be continued in 2012-13

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through discussions between local detachments and community leadership with regular reporting to communities on progress in relation to the priorities. In addition to this work, an overarching document will be developed that will highlight and report on progress territory wide.

### ***Aboriginal Policing Programs***

In 2012-13, the Department will continue to work in partnership with RCMP “G” Division to advance Aboriginal policing initiatives in the NWT. A primary means to encourage Aboriginal residents to pursue a policing career is found in the RCMP’s Community Constable Initiative. Justice will also continue to lobby the federal government to expand and adequately fund the First Nations Policing Program in the NWT.

### ***RCMP Response to Family Violence***

The creation of a dedicated position at “G” Division in 2012-13 will assist the RCMP to advance actions to respond to family violence over the longer term, while ensuring that rigorous investigation standards for family violence cases are consistently met. See additional family violence information and activities under Key Activity 5 (Community Justice and Corrections).

### ***Mitigating Impacts of Large-Scale Resource Development***

As stated in Key Activity 1 (Services to Government), the RCMP “G” Division will continue to work with Justice and other agencies to ensure there are adequate policing resources in place when large-scale construction or other resource development activities occur.

### ***Measures Reporting***

In 2012-13, the Department will work with the RCMP to develop measures that support the NWT policing priorities and reflect the accountability framework established in the new 20-year policing agreement.

## KEY ACTIVITY 3: LEGAL AID SERVICES

### Description

The **Legal Services Board** (the Board) is established under the *Legal Services Act*, and is responsible for ensuring that all eligible persons in the NWT receive legal aid. The Board provides legal services for most criminal and family law matters, and some civil cases. It determines eligibility for legal aid in accordance with the parameters established by the *Legal Services Act* and Regulations. The Board is also responsible for the court worker program and public legal education.

### Major Program and Service Initiatives 2012-13

#### **Overall**

The Department and the Legal Services Board are working to maximize the quality of legal services provided to NWT residents and to ensure minimum waiting times for those services. In 2012-13, Justice plans to introduce a new *Legal Aid Act* to modernize and improve the cost-effectiveness of the legal aid program. The Department will work with the Board to implement the new legislation, including new regulations.

The Board is planning to have its full complement of staff lawyer positions filled by the summer of 2012. While on circuit, and in addition to addressing family law matters, legal aid staff will continue to provide assistance on poverty law issues. These services have been very well received in communities across the NWT, particularly with elders seeking assistance with wills.

#### ***Piloting a Collaborative Justice Model***

In 2011-12, the Department received federal funding to support a design study on the application of an integrated service delivery model for delivery of legal services. In this model, community court workers were proposed as a primary point of contact for people seeking legal services or requiring a greater understanding of the justice system.

In 2012-13, the Department and Board will build on this preliminary research to pilot an integrated/collaborative justice model in three different communities using three different frontline professionals. The court worker in Fort Simpson, the community justice coordinator in Deline and the victim services worker on the Hay River Reserve will play a more prominent role in ensuring that clients have access to justice and other social programs and supports early in the justice system process. The overall goal of this initiative is to help clients access the services that they need in order to deal with underlying issues. The Department will conduct a preliminary evaluation of this pilot to assess whether this community-based approach yields better results for both clients and the justice system.

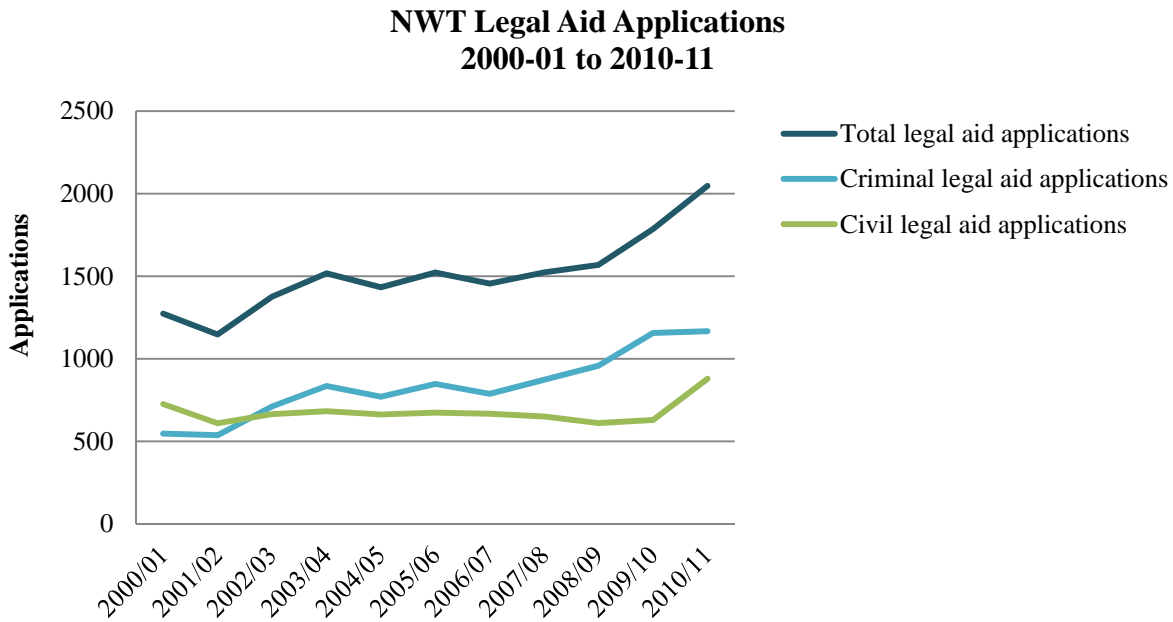
### Measures Reporting

The demand on the legal aid program is increasing in both criminal and family/civil law cases. However, the addition of staff lawyer positions to work on family law cases has resulted in a reduction in the backlog of family law services. At the same time, the services provided by the private bar are in decline and there have been increases in costs associated with the program. Further analysis is being done to determine what impact these factors will have on the program and its resource requirements.

Measure 1 – Number of applications for criminal and civil legal aid

Residents of the NWT have access to legal aid for criminal and civil matters. Court workers provide assistance on all applications. In 2010-11, a total of 2,046 applications for legal aid were made: 1,167 for criminal matters and 629 for civil matters.<sup>3</sup> From 2000 to 2011, the total number of legal aid applications increased by over 60%. In the two year period from 2009-10 to 2010-11, applications increased by about approximately 14% overall (Figure 5).

Figure 5



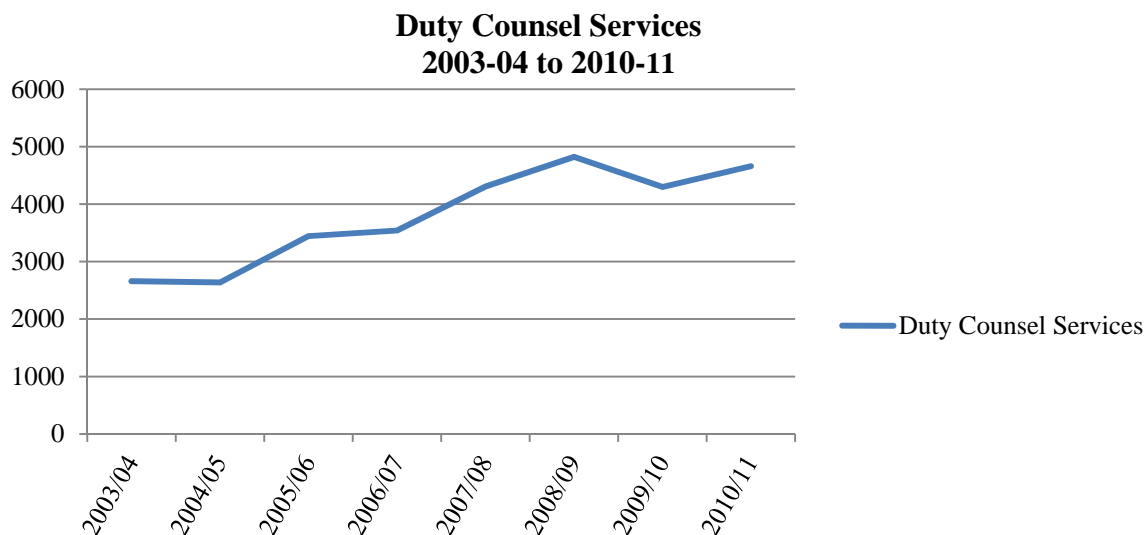
The statistics in Figure 4 do not include criminal matters where an application for legal aid is not required. Under the “presumed eligibility policy”, accused persons are provided with certain legal services by duty counsel (including the conduct of a sentencing hearing) without having to make an application for legal aid. Applications for legal aid are made in the criminal context when a matter is proceeding to trial or there is some other complexity associated with the matter.

In 2010-11, lawyers provided 4,661 duty counsel services to clients under the presumed eligibility policy. The number of duty counsel services has increased steadily since 2003-04. The decline in 2009-10 was due to missing data in relation to lawyers providing these services – it does not reflect a drop in duty counsel services (Figure 6).<sup>4</sup>

<sup>3</sup> Data for 2010-11 is provided by the Legal Services Board with prior years from *Legal Aid in Canada: Resource and Caseload Statistics – 2007-08*, Statistics Canada

<sup>4</sup> Data for 2010-11 is provided by the Legal Services Board with prior years from *Legal Aid in Canada: Resource and Caseload Statistics – 2007-08*, Statistics Canada

Figure 6



#### *Measure 2 – Backlog of family law legal cases*

Clients are assigned legal aid lawyers on a priority basis. Over the last 10 years, the backlog has ranged from 28 to 134 clients waiting to be assigned lawyers. The number of staff lawyers employed by the Board has been increased in an effort to address the backlog and deal with the shortage of private lawyers (and particularly family law lawyers) willing to take on legal aid cases. As a result of the increase in staff lawyers, the time clients wait for an assignment of counsel has improved and now stands at approximately two months. It is important to note that each case is assessed to determine if time-sensitive considerations need to be factored in. For example, matters involving child protection or matters with pending court dates are not subject to the waiting period.<sup>5</sup>

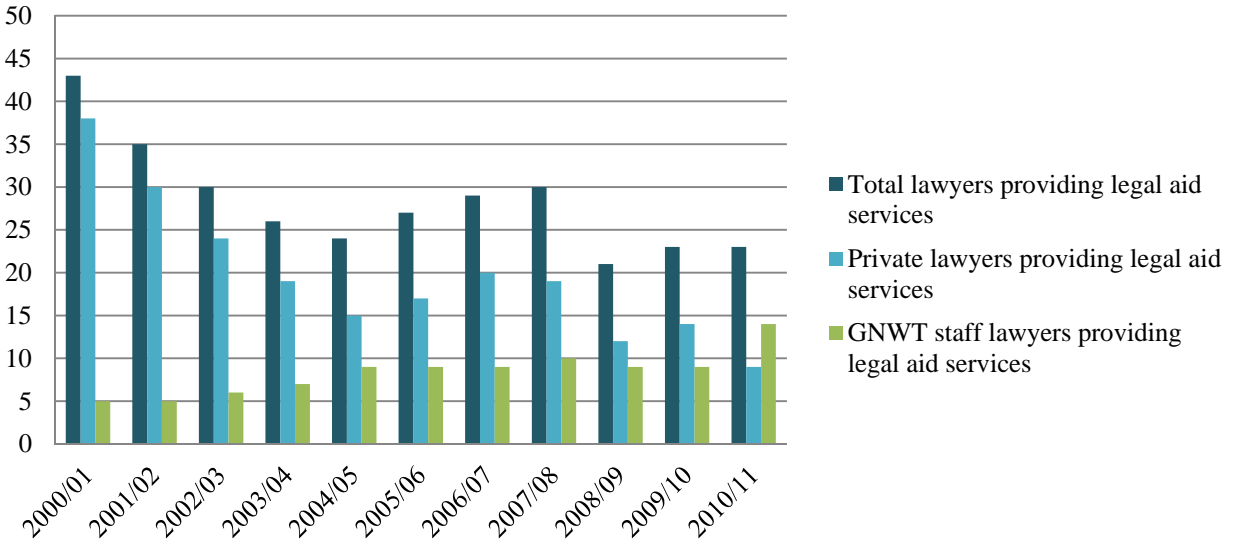
As a result of the decline in the private bar, the total number of lawyers providing legal aid services in the NWT in 2009-10 was significantly less than the number providing legal aid services in 2000-01 (Figure 7).<sup>6</sup> However, in more recent years (2009-10 and 2010-11), the number of combined private and staff lawyers providing legal aid services remained the same at 23.

<sup>5</sup>Data for 2010-11 is provided by the Legal Services Board

<sup>6</sup>Data for 2009-10 is provided by the Legal Services Board with prior years from *Legal Aid in Canada: Resource and Caseload Statistics – 2007-08*, Statistics Canada

Figure 7

### NWT Lawyers Providing Legal Aid Services 2000-01 to 2010-11





## KEY ACTIVITY 4: COURT SERVICES

### Description

The NWT has four levels of court which collectively represent the judicial branch of government: Justice of the Peace Court, Territorial Court, Supreme Court and Court of Appeal. The courts are independent of the executive (GNWT departments/boards) and legislative (Legislative Assembly) branches of government. The **Court Services Division** is responsible for providing administrative support to the courts. These support services ensure courts are accessible, impartial and timely. Court Services is also responsible for family law services including mediation and the Parenting After Separation Program.

### Major Program and Service Initiatives 2012-13

#### **Overall**

The Court Services Division is researching and implementing alternative methods to improve access to services provided to the public, the judiciary and the bar. This includes efforts to improve access to courts through the use of electronic forms, enhancing information on the NWT Courts website and by scanning and providing court files electronically. Depending on the results of a feasibility analysis, court documents, including forms, may eventually be filed electronically.

#### ***Specialized Courts***

In 2011-12, the Department, in cooperation with the Territorial Court judiciary, established a specialized domestic violence treatment option court for low-risk offenders. The court is supported by an eight-week treatment program offered by Department (Probation) staff. Experience in other jurisdictions indicates that specialized courts can lead to better outcomes for both the perpetrators and the victims of domestic violence. In 2012-13, the Department will monitor the domestic violence treatment options and assess outcomes.

The Department will also work with other social program departments to examine mental health and cognitive disability issues as they present within the justice system. As part of that work, the Department will research the feasibility of a wellness court including the range of health/social program supports that need to be in place for such a court to be established. In conducting this feasibility research, focus will be placed on enhancing existing processes in place such as integrated case management and diversions in order to maximize their use and effectiveness.

#### ***Family Law Programs***

The Department has been implementing reforms to family law services in an effort to create a more accessible, efficient and responsive system for parents and children. In March 2009, the Department established a roster of family law mediators to provide mediation services to parents involved in legal disputes relating to custody, access and financial support. Family mediation is an interest based process that provides parents with an opportunity to meet with an experienced and neutral mediator. This program continues to be an alternative to court and offers a cooperative approach to solving legal problems. Mediation is confidential and can save time and money.

The Department is continuing to offer a Parenting After Separation Program. The program consists of a one-day workshop to help parents understand the effects of separation and divorce on themselves and their children. It offers suggestions about how to make positive parenting choices while living apart. The goal of the workshop is to help make the transition through separation or divorce easier for

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both children and parents. The Supreme Court of the NWT will continue the pilot requiring Yellowknife parents to participate in this program before they can file an application for custody and access.

In 2012-13, the Department will continue to offer mediation and parenting after separation programming. Both programs will be evaluated to identify successes and potential areas for improvement.

### ***Alternative Dispute Resolution Services***

Alternative dispute resolution through arbitration and mediation is not as formal and procedurally complex as court, and there is less reliance on lawyers. Justice will continue work to determine the feasibility of offering alternative dispute resolution services for civil matters. The Department currently offers the above-mentioned mediation services for family law matters, and it will continue to explore how this alternative approach could be used to resolve smaller contracts, services or employment matters.

### ***Improve Information and Use of Technology***

In 2012-13, the Department will research requirements for the replacement of the court information management system (called FACTS). The Department will also continue work on the document imaging project with all active and new files, and assess the feasibility of video conferencing in various courts for a range of matters. A review of the NWT Courts public website will be conducted in order to identify and implement improvements that would permit greater access to information, including forms for both the public and legal counsel. The Department also plans to work with other departments to develop and implement new methods for the collection of court fines (other than *Motor Vehicle Act* fines), including an online payment system that will allow residents to pay outstanding fines or fees online.

## **Measures Reporting**

### *Measure 1 – Court processing time*

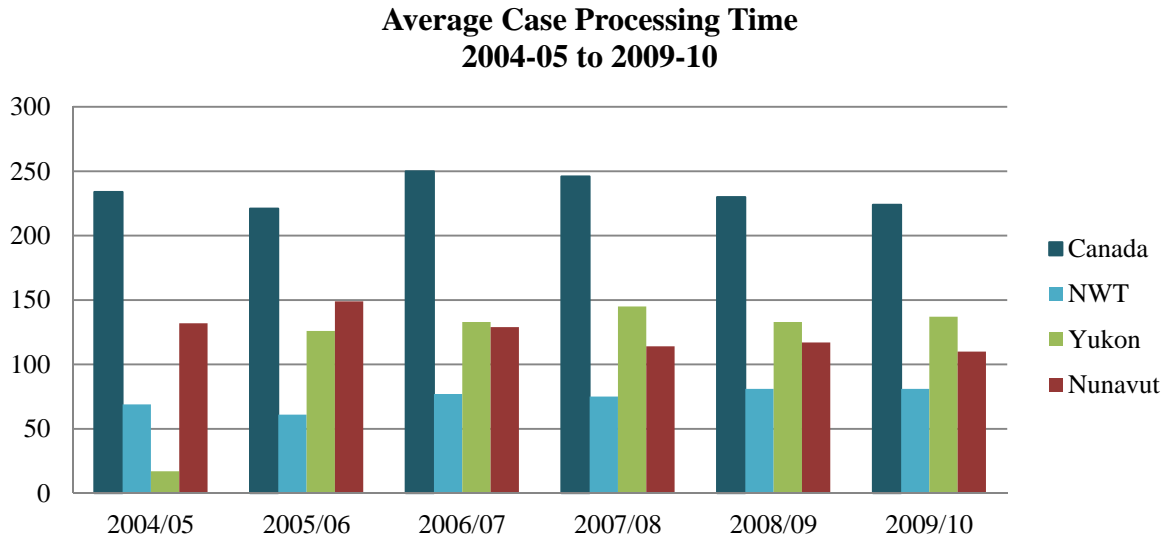
A basic principle of the Canadian criminal justice system is that an accused person has the right to be heard in a timely manner. Preparations for each case start in the court registry with the scheduling of the first court appearance, and involve the continued coordination of judicial resources throughout the criminal court process. There are a variety of factors – many of which are not under the direct control of the courts – which affect both case management and processing time, such as a shortage of lawyers, increases in crime severity, investigative techniques and evidence, and case complexity. Other factors influencing court workloads and processing time can also include recognition by the courts of the impact of mental illness and the need for psychological or psychiatric assessments.

In Canada, the average elapsed time from the first to last court appearance was 224 days in 2009-10. In that year, adult criminal cases in NWT courts were processed in an average of 81 days. Although the NWT has one of the shortest processing times in Canada, this is an increase from earlier lows when the average processing time for the NWT was 61 days (Figure 8).<sup>7</sup> Based on information from the NWT courts, the number of matters heard in Territorial Court increased from 8,023 in 2002 to a high of 16,751 in 2009, but has since declined to 14,297 matters (Figure 9).

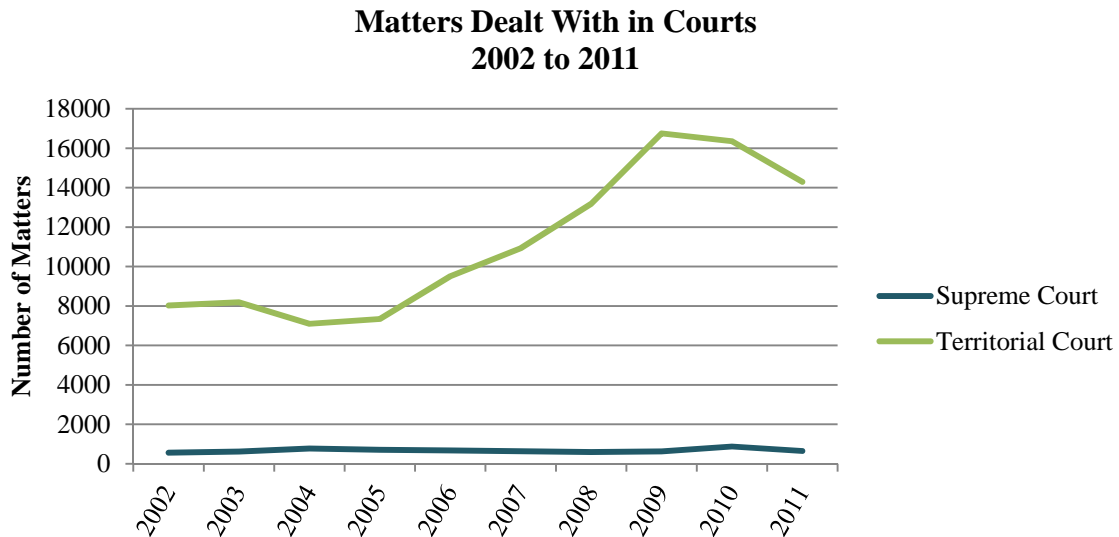
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<sup>7</sup> *Integrated Criminal Court Survey, 2009-10*, Statistics Canada

**Figure 8**



**Figure 9**



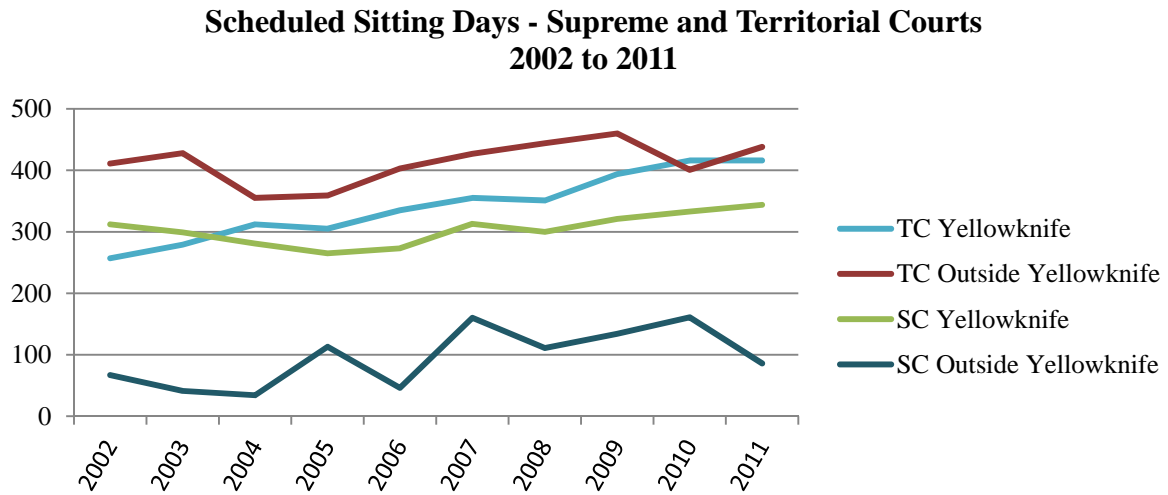
*Measure 2 – Number of sitting days by court and community*

Increases in the number of matters heard by the courts are also reflected in the number of scheduled sitting days. NWT judges travel to communities to hear a variety of matters. According to court statistics, in 2011 the Territorial Court scheduled 51% of its sitting days in communities outside Yellowknife. Between the years 2002 and 2011, the number of scheduled sitting days in all communities increased by 23% (Figure 10).

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The Supreme Court has also seen an increase in sitting days. Between 2002 and 2010, there was an overall increase in scheduled sitting days of approximately 30%. In 2011, sitting days declined from the 2010 high of nearly 500 days to 430 days (Figure 10).<sup>8</sup>

**Figure 10**



<sup>8</sup> Provided by Court Services, Department of Justice, 2011

## KEY ACTIVITY 5: COMMUNITY JUSTICE & CORRECTIONS

### Description

The **Community Justice Division** provides support to communities to develop and implement sustainable local justice programming in the areas of restorative justice, victim services, community policing and crime prevention. This includes the diversion program where communities assist youth and adults to deal with matters outside the formal justice system. Support is also provided to communities to enhance crime prevention activity at the local level. The Division also works closely with the RCMP on policing priorities and community safety initiatives.

The **Corrections Division** provides safe custody and supervision of adult and youth offenders. This is achieved through the operation of correctional facilities and the supervision of offenders sentenced to community based orders such as conditional sentences and probation orders. The Division delivers culturally relevant programs to support offender rehabilitation and reintegration, including wilderness camps and elder support.

### Major Program and Service Initiatives 2012-13

#### **Community Justice – Overall**

In 2012-13, the Department will continue to have program and coordinator funding available to every community in the NWT to address local justice issues and contributing factors such as FASD and alcohol and drug abuse. Justice is also working with Nunavut and Yukon to establish an evaluation framework which can be used to measure the success of local justice programming and help to inform future directions for the north.

As indicated in Key Activity 2 (Law Enforcement), the Department – through this Division and others – will work with the RCMP to implement the new 20-year agreement and to build a police force that is reflective of the people of the NWT, is able to meet their needs, and is founded on the principles of community policing. This includes the continuation of work with communities to develop policing plans.

#### ***Community Safety Strategy***

The Department will complete a draft Community Safety Strategy early in 2012-13. The Department has conducted research and developed a framework for the strategy. The strategy will identify issues, look at long-term goals, assess capacity to achieve those goals and identify actions to move forward. Some actions may be territory-wide, such as the potential for legislative initiatives.

As part of this initiative, a collaborative approach to supporting community safety will be piloted in three communities. This approach is a model for communities to use to identify what is important to the community, to map out the resources that are available locally, and to identify what can be done to address justice issues. These pilot projects will be facilitated by the Court Worker in Fort Simpson, the Community Justice Coordinator in Deline and the Victim Services worker on the Hay River Reserve (the same community workers and communities identified in the Collaborative Justice Model under Key Activity 3: Legal Aid Services).

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### ***Community Justice Committees***

In 2012-13, the Department, in partnership with the communities and key stakeholders such as the RCMP, will develop an action plan to support the recommendations from the 2010-11 review of the community justice program, as presented in the report, *NWT Community Justice Review: Together We're Better – Looking Ahead*. Review recommendations focus on the areas of capacity building, knowledge dissemination, training, program support and networking. The Department will also develop on-line training materials for each community justice initiative and will work in partnership with community-based agencies to support youth in contact with the justice system as victims or offenders.

### ***Not Us! Anti-Drug Awareness Program***

Illicit drug activity continues to grow in the NWT and there have been widespread demands for education and prevention services to address the use and experimentation with “hard” drugs. These drugs include cocaine, crack cocaine, and crystal methamphetamine. Other specific drug activities are less prevalent but are nonetheless of grave concern, including intravenous (IV) drug use, use of ecstasy and heroin, and the prevalence of multi-drug additions.

In 2008-09, the Department developed the *GNWT Crystal Methamphetamine and Associated Drugs Prevention Strategy* with input from Health and Social Services, Municipal and Community Affairs, Education, Culture and Employment, and RCMP “G” Division. This strategy identified, as a first priority, the need for an anti-drug awareness campaign. The *Not Us!* initiative received ongoing funding in the 16<sup>th</sup> Legislative Assembly, and the territorial campaign was launched in March 2010 as a partnering event with the local efforts of the Hay River Community Action Group.

In 2012-13 and future years, Justice will continue to provide resources through the *Not Us!* initiative to assist communities to develop and sustain local initiatives to combat substance abuse and the illegal use and sale of drugs. The Department will continue to provide information on the campaign to all communities through various means, including community presentations, advertising and the *Not Us!* website and Justice public website. An evaluation framework will be developed to assess the success of the campaign and inform future direction and activities.

### ***Victim Services***

With the support of federal funding over a five-year period (2011-12 to 2015-16), the Department will continue to support seven victim services programs in the NWT.<sup>9</sup> In 2012-13, this work will also include two outreach positions, one each in the South Slave and Beaufort Delta regions. Justice will continue to build capacity for victim services by providing training and building public awareness. Victim services materials will be reprinted and distributed. This funding will also support the Victims of Crime Emergency Fund.

The Department will examine ways to improve services and supports for children and youth victims of crime. The work will be informed by recommendations from the *Child Advocacy Centre Feasibility Study* (to be completed in the spring of 2012), and best practice experiences of child advocacy centres with a similar focus across Canada.

The Department will build on the results of consultations with victims workers, and conduct an evaluation of the current community-based victim services delivery model starting in 2012-13. The evaluation will be informed by the results of national work examining RCMP referrals carried out by federal, provincial and territorial jurisdictions.

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<sup>9</sup> This federal funding is presented under *Work Performed on Behalf of Others* in the Department’s Main Estimates.

### ***Family Violence***

Protection Against Family Violence Act – In 2011-12, Justice completed an evaluation of the first five years of the delivery of the *Protection Against Family Violence Act*, as well as an analysis of the transcripts from applications for emergency protection orders. In 2012-13, the Department will continue work to respond to the recommendations, including those which propose amending the legislation. In addition to these recommendations and in response to one documented abuse of the legislation, Justice is reviewing information that is provided to respondents about their rights when they are served with an emergency protection order. The goal of this review is to assist respondents to understand both their rights as well as their responsibilities when served with an order.

Piloting a Program for Men Who Use Violence – In 2012-13, the Department will look at options to pilot the Program for Men Who Use Violence. The main purpose of this pilot is to protect victims while giving violent (high-risk) men opportunities to change their behaviour. As part of the research and development of this pilot, community action research was conducted in 12 communities across the NWT. This research collected strength based experiences of non-violence from a wide variety of men, and resulted in a DVD documentary entitled: *Non-Violence: A Strength-Based Community Inquiry*.

Specialized Domestic Violence Treatment Options Court for low-risk offenders – In 2011-12, the Department, in cooperation with the judiciary, established a specialized domestic violence treatment option court for low-risk offenders. The court process is supported by an eight-week treatment program offered by Justice Probation staff. In 2012-13, this treatment program and supports for this specialized court will be assessed.

Risk Assessment Tool – The Department, in collaboration with Health and Social Services, the RCMP and Public Prosecution Service of Canada, will monitor the use of the Ontario Domestic Assault Risk Assessment tool that was implemented NWT-wide in 2009-10 for use with domestic violence cases. This initiative will ensure best practices are in use.

RCMP Family Violence Position – The creation of a dedicated position at “G” Division in 2012-13 will assist the RCMP to advance actions to respond to family violence over the longer term, while ensuring that rigorous investigation standards for family violence cases are consistently met. This position will also allow the RCMP to work with the GNWT and the Public Prosecution Service of Canada to improve outcomes in family violence cases. The Department will continue to work with the RCMP and community-based agencies to improve our response to family violence, including shared training on common risk assessment tools.

### ***Fetal Alcohol Spectrum Disorder (FASD)***

The justice system is finding ways to respond to the needs of those who may be affected by FASD and other cognitive disabilities. The Department’s FASD consultant provides knowledge, expertise and information on best practices to the Department, other GNWT departments, agencies and community partners. The consultant also helps justice stakeholders understand and better accommodate people with cognitive difficulties including FASD. In 2012-13, the Department’s FASD consultant will continue to work with Corrections and other GNWT departments (Health and Social Services, Education, Culture and Employment) to increase awareness of the impact of FASD and identify supports to accommodate offenders and victims/witnesses who may be living with FASD. This will include enhanced community-based diversion programming with a focus on youth who may be living with a cognitive disability like FASD.

## **Corrections – Overall**

The Department continues to focus its efforts on identifying and addressing the criminogenic needs of offenders. Particular focus is being placed on effective case management and the reintegration of offenders into their communities upon release. Central to this work is the recognition of the need for community involvement, local capacity building and culturally relevant corrections programs and facilities. In addition, a preliminary review of the *Corrections Act* will be completed in 2012-13 as a first step to evaluating where changes and improvements should be made to this Act.

### ***Correctional Programs***

In 2012-13, the Department will continue implementing programs that are culturally appropriate, based on core correctional practices and suited to our offender population. Justice is also establishing a process for the ongoing evaluation of all programs. This includes developing advisory committees responsible for analyzing the effectiveness of rehabilitation programs. Activities will include:

- Looking at the potential for community programming partnerships (e.g. development of workplace and literacy skills);
- Researching key areas such as alcohol and drug treatment, young offender rehabilitation and programming for female offenders;
- Examining new methods for offender management and staff training;
- Active involvement in Domestic Violence Treatment Court through assessment of offenders and delivery of the PARTNER<sup>10</sup> program;
- Considering approaches to aftercare; and
- Improving approaches to mental health problems and cognitive disabilities like FASD.

### ***Integrated Case Management Approach***

In 2012-13, the Department plans to continue activities on an integrated case management approach begun during the 16<sup>th</sup> Legislative Assembly. This will include the delivery and refinement of training that is currently underway. An interdepartmental working group will be established with Health and Social Services, Education, Culture and Employment, Municipal and Community Affairs and Executive to examine approaches to support integrated case management approaches with a focus on mental health.

### ***Staffing and Facility Use***

Corrections facilities and probation services have been challenged to meet service demands given increased case loads and insufficient human resources funding. The Department was successful in obtaining additional resources in these areas starting in 2011-12. Staffing these positions will continue in 2012-13. This investment is helping to eliminate the high reliance on overtime and relief staff in correctional facilities. The resulting savings could be used to cover the cost of other full-time positions within the facilities. As well, new probation officer positions are assisting with the response to increased caseloads in communities, ensuring supervision of offenders, providing appropriate service in court, and ensuring public, staff and offender safety needs are met. Over the next year the focus will be on staffing and reviewing the success of the implementation of the new staffing model.

The Department also intends to develop a plan to support improved human resources activities within the Corrections Service. This plan will focus on meeting its staffing needs now and into the future and

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<sup>10</sup> PARTNER = Planning Action Responsibility Toward Non-Violent Empowered Relationships



will address training.

A planning study for a new correctional facility in Fort Smith for women and girls has been completed. Approval for this project is pending, awaiting the identification of capital funding.

### ***Victim Notification Program***

The Victim Notification Program provides victims of crime with information about an offender's sentence start and expiry dates, eligibility for temporary absences, escapes and releases from custody, as well as other information on the status of the offender. Victims have to apply for the program. In 2012-13, the Department plans to continue to monitor delivery of the program and make improvements based on the findings. Amendments to the *Corrections Act* are expected to include changes to support the delivery of the program.

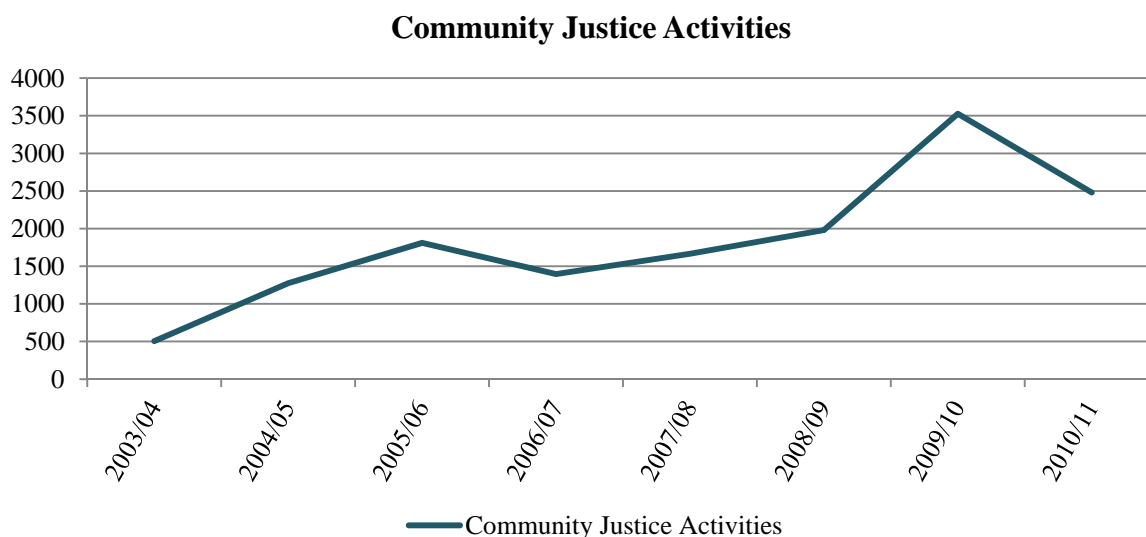
## **Measures Reporting**

### **Community Justice Measures**

#### *Measure 1 – Percentage of communities active in community justice activities*

In 2010-11, 28 communities (85%) were involved in 2,481 community justice activities involving 8,801 people.<sup>11</sup> Funding of \$20,000 to \$30,000 was provided to 24 of these communities to employ a justice coordinator, some on a prorated basis. In addition, each community received additional funds to maintain its community justice program. During that fiscal year, there was a decrease in community justice activities (Figure 11)<sup>12</sup>; however, there remains a high level of interest and commitment to community justice and crime prevention activities in NWT communities. Training is required on an ongoing basis to support the level of programming communities require.

**Figure 11**



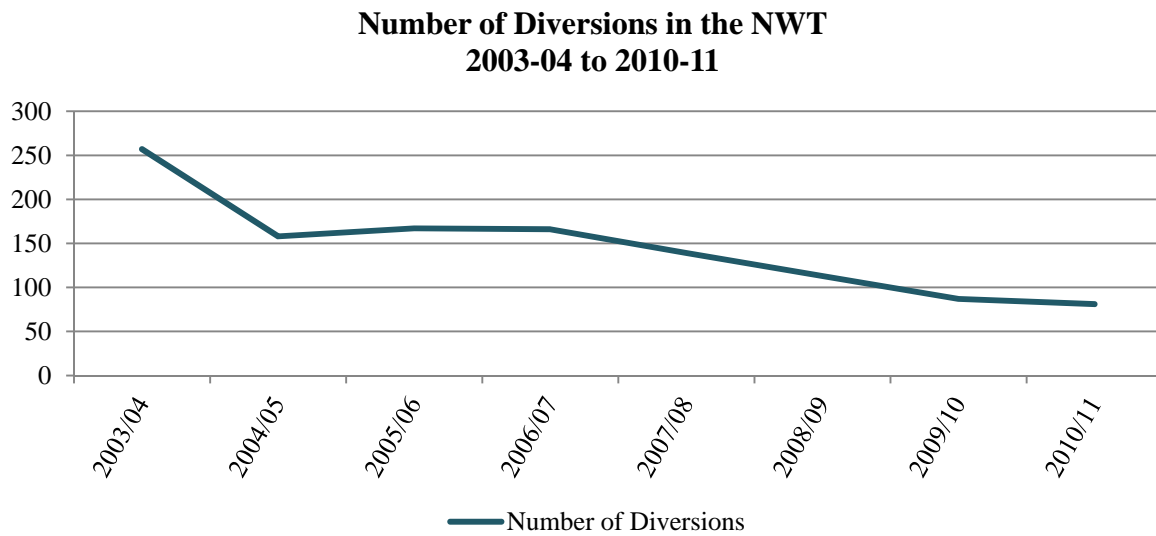
<sup>11</sup> Activities include diversions and non-diversion activities such as on the land programs, community events and workshops addressing local justice issues.

<sup>12</sup> Information provided by the Community Justice Division, Department of Justice, based on community reports.

Measure 2 – Number of diversions

The diversion program continues to be an important program for many community justice committees. In 2010-11, there were 81 diversions. The number of diversions has dropped from a high of about 260 in 2003-04 (Figure 12). Work with the RCMP, additional training in 2011-12, and work with the communities in support of diversions (including changes to the protocol) is expected to increase the number of diversions.

Figure 12



Measure 3 – Number of victims of crime that access services

Over the past several years, there has been an increase in support for victim services and a corresponding increase in the number of victims of crime served. Currently there are community-based victim services in 11 communities (Inuvik, Aklavik, Paulatuk, Fort Good Hope, Yellowknife, Behchokö, Gamètì, Whatì, Hay River, Fort Smith, Fort Simpson), with each office providing victims of crime and tragedy with information, assistance, support and referrals. In 2010-11, 1,860 victims received services from victim services workers in these 11 communities. This is a slight decrease from 2009-10, when 1,974 victims received services from victim service workers in the 11 communities.

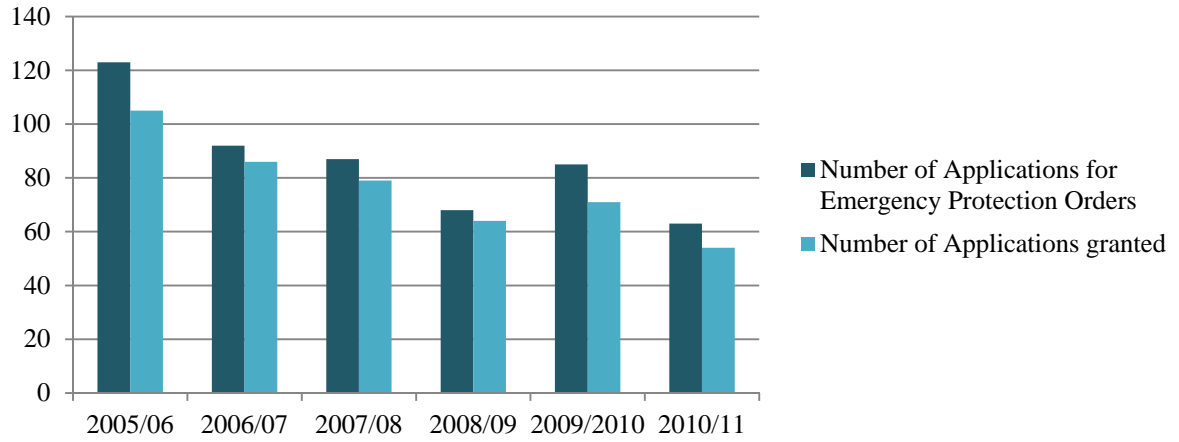
Measure 4 – Number of emergency protection orders applied for and granted

Applications for emergency protection orders under the *Protection against Family Violence Act* declined in 2010-11 (Figure 13). In 2010-11, 63 emergency protection orders were applied for, with 54 granted. This is lower than the previous year but still remains higher than the rate of 50 applications per year anticipated when the legislation was developed.<sup>13</sup>

<sup>13</sup>Information provided by the Community Justice Division, Department of Justice.

Figure 13

**Number of Applications for Emergency Protection Orders  
Made and Granted in the NWT  
2005-06 to 2010-11**

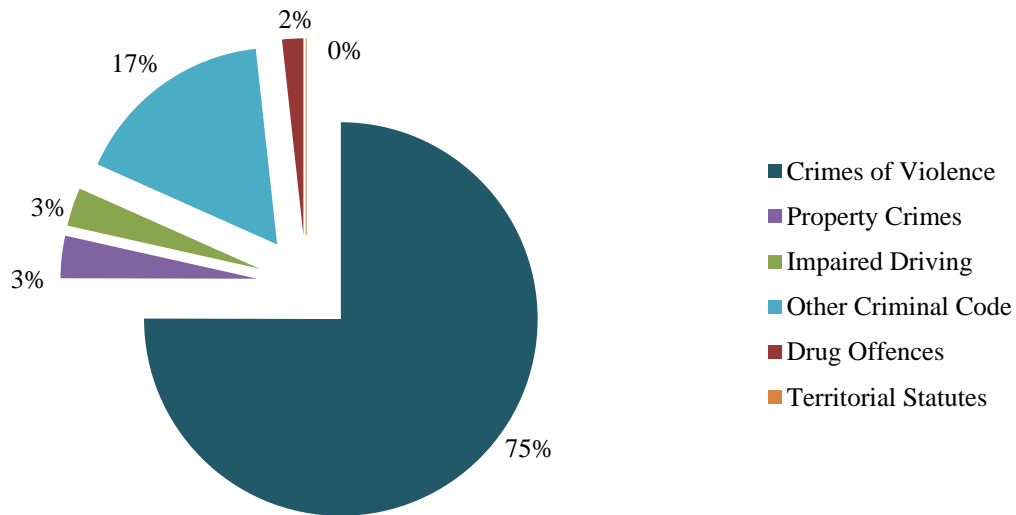


## Corrections Measures

In 2010-11, based on the most serious offence, 75% of admissions to custody in the NWT were for crimes of violence (Figure 14).<sup>14</sup>

**Figure 14**

**NWT - Sentenced to Custody by Most Serious Offence 2010-11**



Severity of crime and sentence length each have implications for the safe and secure custody of offenders and effective programming. Successful participation by offenders relies on an effective assessment of offender needs, development of evidence based programs to meet those needs, and effective delivery of programs by staff. The following corrections measures provide information on these areas.

### *Measure 1 – Percentage of offenders with temporary releases revoked*

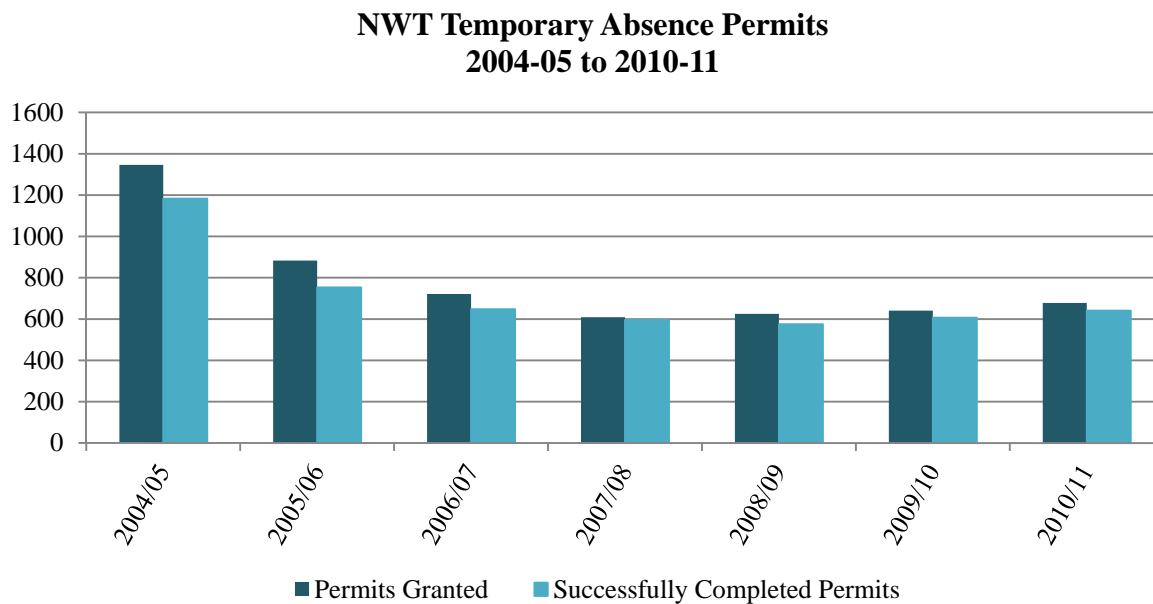
A fundamental principle guiding the Corrections Service is that the management of offenders should be carried out in the least restrictive manner possible, given the risks presented by each offender and the need to protect the public, staff and other offenders. A temporary release is granted to sentenced offenders whose risk is assessed as appropriate to attend programming outside corrections facilities to address their needs. “Needs” in this case is based on behaviours of offenders that have been proven to lead to re-offending (also referred to as “criminogenic needs”). The granting of temporary releases for inmates to attend targeted programming that would assist in changing behaviour or addressing needs is encouraged, as it is preferable to more restrictive incarceration in a correctional facility.

In 2010-11, 678 permits were issued for temporary absences involving 270 inmates, and of these 95% (641) of these temporary absences were successfully completed. Between 2004-05 and 2009-10, there was a 52% decrease in the number of permits issued for temporary release, with a slight

<sup>14</sup>Adult Correctional Services in Canada, 2008-2009 Reference Tables

increase in 2010-11 (Figure 15). The historic decrease in the number of permits can be attributed to the overall decline in the number of offenders sentenced to custody, combined with the “hardening” of the offender population as fewer offenders are considered appropriate for temporary release. The NWT has also experienced an increase (from 88% to 95%) in the success rate of those offenders on temporary release between 2008-09 and 2010-11.

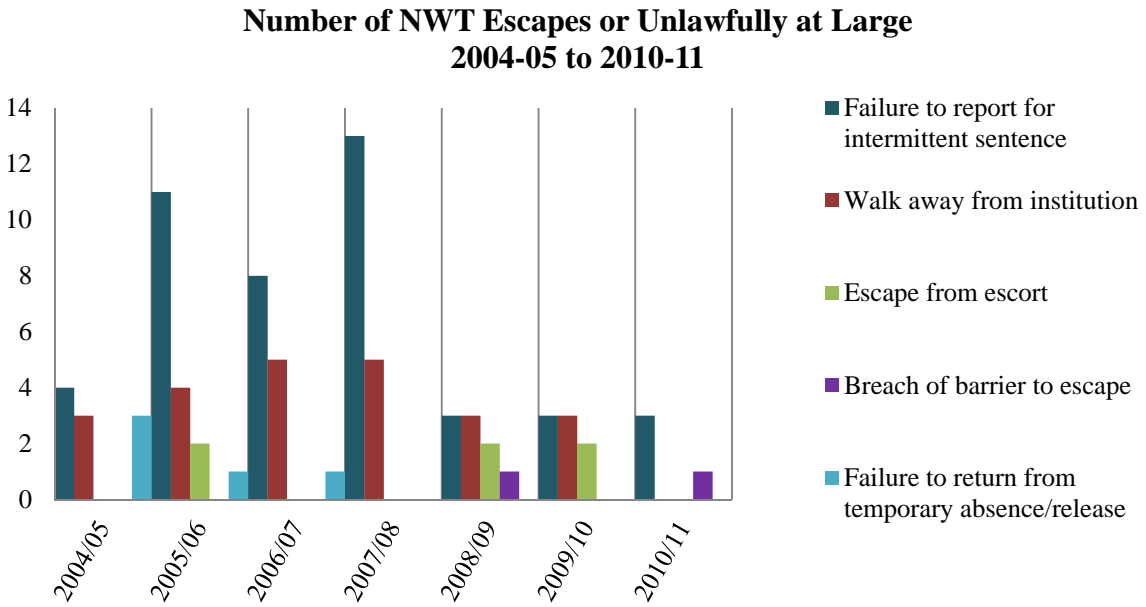
**Figure 15**



*Measure 2 – Number of escapes or offenders unlawfully at large*

In 2010-11, four offenders were unlawfully at large: three were serving their sentence intermittently (i.e. weekends) and failed to report on schedule, and one breached a barrier to escape. In the last six years, the number of offenders unlawfully at large has been decreasing with a high of 18 in 2005-06 to a low of four in 2010-11 (Figure 16).

Figure 16



## KEY ACTIVITY 6: SERVICES TO THE PUBLIC

### Description

**Services to the Public** includes a number of programs and services that are accessible to all residents. This includes services available from the following:

- Public Trustee's Office;
- Office of the Children's Lawyer;
- Coroner's Office;
- Rental Office;
- Legal Registries (land titles, corporation and society registration, personal property registration, regulation in securities trading);
- Maintenance Enforcement Office;
- Protection Against Family Violence Program<sup>15</sup>; and
- Public Utilities Board.

### Major Program and Service Initiatives 2012-13

#### ***Office of the Children's Lawyer***

In 2011-12, the Department established the Office of the Children's Lawyer. The program provides children with a voice in child protection and family law disputes. The Children's Lawyer ensures that children are aware of their rights and understand the legal process. It is expected that having a lawyer to represent children will result in more cases settled without going to trial and more decisions made that truly reflect the best interest of children. In 2012-13, information on activities will be collected to assess the costs associated with the program and the effect of this service on outcomes in child custody cases.

#### ***Legal Registries***

Implementation of the Corporate Registries online search system is expected to be completed within the first six months of 2012-13. The public will have online access to conduct searches from their homes or office, and will be able to pay by credit card. The Department will continue work on an electronic database and online search system to replace the manual title search currently available in Land Titles. The Department will also continue to participate in the development of national rules to harmonize securities regulations. If a decision is made to proceed with a national securities regulatory authority, the NWT will need to participate in the implementation activities. Other initiatives within the Legal Registries Division include program enhancements to the process for appointing commissioners for oaths and notaries public, and developing legislation to replace the current filing requirements in the *Partnership Act* with a more comprehensive registration scheme requiring periodic renewal.

#### ***Child Support Recalculation Service***

In 2012-13, the Department will conduct a feasibility study on the establishment of a child support recalculation service. In addition to looking at different delivery models, the study will also determine if new resources would be required to implement an NWT program. This service would

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<sup>15</sup> Information on family violence initiatives is included in Key Activity 5: Community Justice and Corrections.

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allow the Department to recalculate child support payments using parents' updated annual income information, and it could significantly reduce the need for parents to go to court to update the amount of support in order to keep pace with increases in the cost of living or to take into account involuntary reductions in income.

### ***Public Utilities Board***

In 2012-13, the Department will assume responsibility for the provision of financial, administrative and operational support to the Public Utilities Board. The Board is an independent regulatory agency responsible for the regulation of energy utilities in the Northwest Territories. The main function of the Board, derived from the *Public Utilities Act*, is to protect the public interest by establishing utility rates that are just and reasonable to the consumer, while at the same time allowing the utilities the opportunity to earn a fair rate of return. The Board's main activity in 2012-13 will be the review of the NWT Power Corporation's general rate application.

### **Measures Reporting**

#### *Measure 1 – Percentage family support collected (total collection rate) through maintenance enforcement*

In 2009-10, the Maintenance Enforcement Program collected 85% of the amount due to families. This collection rate is comparable with the five other jurisdictions reporting this information: Yukon (98%), New Brunswick (89%), Nova Scotia (86%), Alberta (80%) and Prince Edward Island (74%).<sup>16</sup>

#### *Measure 2 – Rental office application filings and hearings*

Between 2006 and 2009, the number of rental office applications decreased from 390 to 299 (Figure 17). In 2010, the applications increased dramatically to 356 due to increased activity by local housing organizations and the added requirement to write eviction orders.<sup>17</sup> In that same year, approximately 70% of the applications were heard within 60 days of filing and 25% were heard within 30 days.

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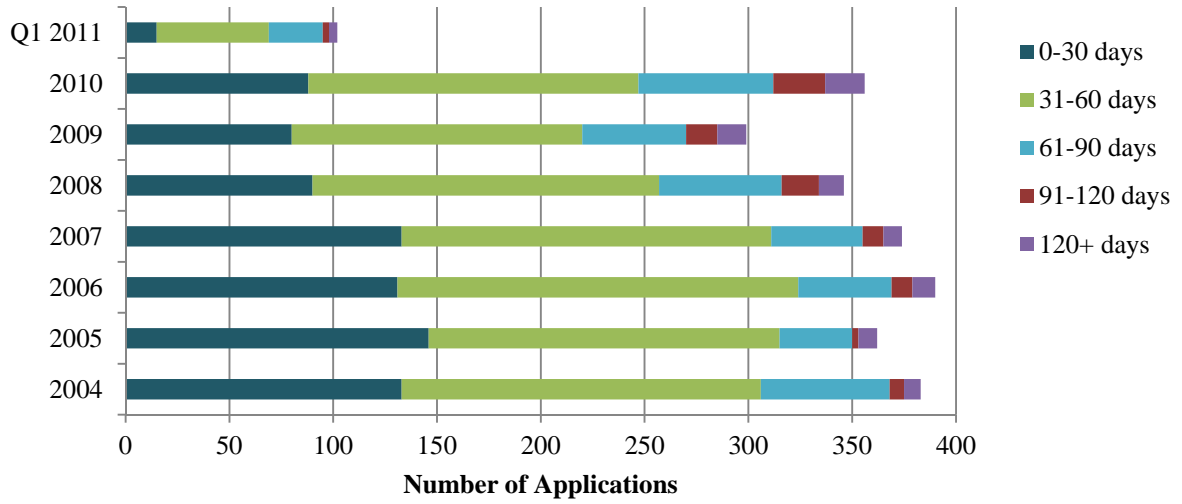
<sup>16</sup>*Child and Spousal Support: Maintenance Enforcement Survey Statistics – 2009-10*, table 12, Statistics Canada. (most recent data available)

<sup>17</sup>Information from Annual Reports of the Rental Officer 2004 to 2009



Figure 17

**Elapsed Time Taken to Process Rental Office Applications  
2004-2011**



## ***c) Responding to the Priorities of the 17<sup>th</sup> Legislative Assembly***

The Department of Justice is either supporting or leading the following actions to support the priorities of the 17<sup>th</sup> Assembly:

### **Priority 1 – Build a Strong and Sustainable Future for our Territory**

#### **Description**

Strengthening our relationships with Aboriginal and other northern governments

#### **Actions for 2012-13**

- Justice will provide support to GNWT departments through advice and services of the GNWT Aboriginal Consultation Unit as well as legal counsel.
- The Department will support discussions with Aboriginal leadership on effective delivery of programs and services.

#### **Description**

Negotiating and implementing a devolution final agreement

#### **Actions for 2012-13**

- Justice will provide legal advice and support to GNWT departments engaged in negotiations and intergovernmental planning.
- The Department will provide drafting services to GNWT departments for required legislative initiatives.
- The Department will assess Justice-specific program or policy considerations that may be associated with devolution.

#### **Description**

Working with our partners to ensure responsible stewardship through our land and resource management regime

#### **Actions for 2012-13**

- Justice will provide legal advice to GNWT departments.
- The Aboriginal Consultation Unit will work with GNWT departments to deliver training, provide information and offer advice on effective approaches to meeting the GNWT's legal obligation to consult with Aboriginal governments.

### **Priority 2 – Increase employment opportunities where they are needed most**

#### **Description**

Reducing dependency on government by encouraging people who are able to enter or remain in the workforce

#### **Actions for 2012-13**

- Justice will participate in the development of an anti-poverty strategy with other GNWT departments.

- The corrections training program will continue to be offered. This program provides Northerners an opportunity to pursue a career in corrections and apply on entry-level positions in the Correctional Service. The program also provides Northerners with training that may build toward careers in related fields.

### **Priority 3 – Strengthen and diversify our economy**

#### **Description**

Making strategic infrastructure investments such as the Mackenzie Valley Fiberoptic Link

#### **Actions for 2012-13**

- Justice will provide legal advice to GNWT departments.

#### **Description**

Supporting the Mackenzie Gas Pipeline project

#### **Actions for 2012-13**

- Justice will provide legal advice to GNWT departments.
- The Department will participate in GNWT processes and planning activities in order to identify service/program needs and mitigate potential socio-economic impacts in communities.

#### **Description**

Improving our regulatory processes

#### **Actions for 2012-13**

- Justice will provide legal advice and legislative drafting services to GNWT departments.

### **Priority 4 – Address housing needs**

#### **Description**

Completing and implementing the Shelter Policy Review including fair and sustainable public housing rent scales

#### **Actions for 2012-13**

- Justice will participate in the interdepartmental work to identify policy and programming solutions that span departments and disciplines in order to improve services/ supports to individuals and families at risk.
- The Department has a primary interest in exploring ways to improve health and social services/supports for victims and offenders.

### **Priority 5 – Ensure a fair and sustainable health care system**

#### **Description**

Investing in prevention, education and awareness and early childhood

#### **Actions for 2012-13**

- Justice will participate in interdepartmental work to advance prevention-oriented awareness and educational campaigns, particularly those that target high-risk behavior leading to crime, family

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violence, and drug/alcohol abuse. The Department will continue to work with communities to develop local anti-drug awareness and prevention initiatives through the *Not Us!* campaign, and look for ways to complement other prevention oriented initiatives that target common audiences and high-risk groups. In addition, the Department will continue to offer services and supports to families and children (e.g. mediation services, parenting after separation programs, children's lawyer services, victim services) in order to assist families and individuals who may be in transition or crisis.

- The Department will explore opportunities to improve services and supports for at-risk youth and adults – particularly offenders – through integrated case management approaches that involve other departments, disciplines and professionals.
- Justice will make improvements to services and supports available to victims of family violence and abuse. This includes implementing actions from the review of the *Protection Against Family Violence Act* as well as completing the Victims Services Program Review. The Department will also work with the RCMP, other GNWT departments and frontline agencies to raise awareness and improve responses to family violence and abuse.

### **Description**

Enhancing addictions treatment programs using existing infrastructure

### **Actions for 2012-13**

- The Department will examine current alcohol and drug treatment being offered to offenders in correctional facilities as well as in the community (upon release). The Department is interested in exploring options with Health and Social Services for effective addictions treatment and counseling for offender rehabilitation and reintegration, and with Education, Culture and Employment for social or educational supports that offenders might need while in custody and/or upon release. A primary goal is to achieve a seamless transition for services and supports to offenders as they leave custody and return to their communities and families.

## ***d) Infrastructure Investments***

### **Planned Activities – 2012-13**

#### ***Yellowknife: Courtroom 1 Retrofit***

The current facility is over 30 years old. Even though there have been various upgrades to certain parts of the building, it has been many years since the last renovations to Courtroom 1. Courtroom 1 requires upgrades to lighting, technological installations and most finishes, as well as a new public seating area, upgrades to witness and jury boxes, and either replacement or refurbishing of both free-standing and built-in furniture.

#### ***Yellowknife: North Slave Correctional Centre – Flatbed Truck***

The Department delivers culturally relevant programs in support of offender rehabilitation, community supervision (parole and probation), and custodial placement programs (wilderness camps). Inmates regularly participate in work crews – this approach has many benefits including teaching offenders basic skills necessary for employment, and providing a valuable community service. A flatbed truck is necessary to transport equipment and supplies for work crews and for other initiatives including culturally-based programming.

#### ***Fort Smith: Fort Smith Correctional Centre – Male Unit Program Space***

The male inmate population in the NWT has increased, leading to higher numbers of offenders at the Fort Smith Correctional Centre Male Unit. Increased custody counts at this facility have led to increased tension on the floor affecting both staff and inmates. In order to address this issue and to allow inmate access to rehabilitation programming that is currently unavailable, an exercise room is being created with a bike, treadmill and gym pads. This space will also be used for inmate training in first aid/cardiopulmonary resuscitation and the workplace hazardous materials information system, as well as anger management and other programming integral to offender rehabilitation.

## e) Legislative Initiatives

### Planned Activities 2012-13

The following is a preliminary list of Justice legislative initiatives for the 17<sup>th</sup> Assembly.

#### New Legislation

1. **New *Legal Aid Act*** – The proposed new *Legal Aid Act* will reconstitute the Legal Services Board as the Northwest Territories Legal Aid Commission, and modernize and streamline its operation. A draft of the bill was tabled during the last Session of the 16<sup>th</sup> Legislative Assembly. Departmental consultation on the draft bill is expected to conclude in early spring 2012.
2. **New *Gunshot and Stab Wound Mandatory Disclosure Act*** – Justice is working with Health and Social Services to explore the potential for territorial legislation that would make it mandatory for all NWT health care facilities and emergency medical staff to report gunshot and stab wounds to the local RCMP detachment. This legislation would enhance public safety in respect of violent offences and provide the RCMP with information to expedite their response. The implementation of territorial legislation would complement actions to improve community safety, reduce family violence and support victim services.

#### Existing Legislation

3. **Amendments to the *Judicature Act*** – Justice will work with Industry, Tourism and Investment to develop and introduce amendments to the *Judicature Act* to make monetary penalties awarded under the “government-to-government” dispute resolution procedures in Chapter 17 of the *Agreement on Internal Trade* binding on the GNWT, as required under that Agreement.
4. **Amendments to the *Protection Against Family Violence Act*** – The Department is planning to make amendments to the *Protection Against Family Violence Act* to respond to the program evaluation conducted in 2011. The evaluation involved extensive stakeholder consultations and identified legislative amendments required to clarify provisions and improve processes.
5. **Amendments to the *Corrections Act*** – The *Corrections Act* provides the statutory framework for the establishment of the NWT Corrections Service, whose responsibility is to supervise offenders and inmates placed into custody and/or under supervision by a court or other legislated authority. The existing Act was enacted in 1988, and allows for the establishment of facilities, the provision of probation services, and the development and delivery of programs. The Department proposes that the Act be amended to: (a) provide support to current practices and approaches; (b) set out improved provisions for governance, accountability and compliance; (c) clarify the responsibilities and authorities of correctional staff; and (d) implement the use of modern models governing use of force and search and seizure.
6. **Amendments to the *Securities Act*** – The purpose of securities legislation is to facilitate the raising of capital in the private sector while providing appropriate protections and remedies for investors. The Council of Ministers responsible for securities regulation identify and develop legislative changes needed to support the coordinated national approach to securities regulation. Two national rules are being finalized through this forum that will likely require amendments to the *Securities Act* to allow mutual fund issuers to provide investors with a plain language disclosure document rather than a complex prospectus, and to regulate credit rating organizations.

7. **Amendments to the *Partnership Act*** – The *Partnership Act* includes requirements for the filing of partnership and business names so that there is public notice of the owners or persons responsible for a business otherwise known to the public only by their business name. These provisions have never been significantly amended and are now outdated. In particular, the absence of a periodic renewal requirement has resulted in many existing registrations relating to businesses that have long since ceased to operate. It is proposed that the registration provisions of the *Act* be replaced with new provisions setting out a renewal requirement and establishing criteria for naming. An amendment would also remove the current limitation that registration is only required in the case of a business engaging in mining, manufacturing or trading.
8. **Amendments to the *Interpretation Act*** – The *Interpretation Act* provides rules governing the interpretation and application of the entire body of NWT statutes and regulations. The *Interpretation Act* would be amended to provide that no enactment may be construed so as to abrogate or derogate from constitutionally protected Aboriginal and treaty rights. Similar provisions are found in the interpretation acts of Manitoba and Saskatchewan.
9. **Amendments to the *Coroners Act*** – The Department is planning to make amendments to the *Coroners Act* to clarify the role of the coroners and their power to obtain information related to investigations.
10. **Amendments to the *Cooperative Associations Act*** – Justice will work with Industry, Tourism and Investment to improve operations of NWT co-operatives by making the *Act* consistent with current provincial/federal legislation with respect to regulatory oversight, membership rights, corporate governance issues, and other requirements specific to different types of co-operatives.
11. **Repeal of the *Credit Union Act*** – Justice will work with Industry, Tourism and Investment to repeal the current *Credit Union Act*, as this legislation is very outdated. Credit unions have not operated in the NWT since the 1970s.

## f) Human Resources

### Overall Human Resource Statistics

#### All Employees

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>500</b>		<b>534</b>		<b>493</b>		<b>516</b>		<b>529</b>	
<b>Indigenous Employees</b>	<b>250</b>	<b>50%</b>	<b>262</b>	<b>49%</b>	<b>238</b>	<b>48%</b>	<b>238</b>	<b>47%</b>	<b>247</b>	<b>46%</b>
<b>Aboriginal</b>	<b>151</b>	<b>30%</b>	<b>160</b>	<b>30%</b>	<b>148</b>	<b>30%</b>	<b>158</b>	<b>31%</b>	<b>171</b>	<b>32%</b>
<b>Non-Aboriginal</b>	<b>99</b>	<b>20%</b>	<b>102</b>	<b>19%</b>	<b>90</b>	<b>18%</b>	<b>80</b>	<b>16%</b>	<b>76</b>	<b>14%</b>
<b>Non-Indigenous Employees</b>	<b>250</b>	<b>50%</b>	<b>272</b>	<b>51%</b>	<b>255</b>	<b>52%</b>	<b>278</b>	<b>54%</b>	<b>282</b>	<b>53%</b>

Note: Information as of December 31.

#### Senior Management

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>11</b>		<b>13</b>		<b>12</b>		<b>11</b>		<b>12</b>	
<b>Indigenous Employees</b>	<b>5</b>	<b>45%</b>	<b>5</b>	<b>39%</b>	<b>4</b>	<b>33%</b>	<b>3</b>	<b>27%</b>	<b>2</b>	<b>16%</b>
<b>Aboriginal</b>	<b>1</b>	<b>9%</b>	<b>1</b>	<b>8%</b>	<b>1</b>	<b>8%</b>	<b>1</b>	<b>9%</b>	<b>1</b>	<b>8%</b>
<b>Non-Aboriginal</b>	<b>4</b>	<b>36%</b>	<b>4</b>	<b>31%</b>	<b>3</b>	<b>25%</b>	<b>2</b>	<b>18%</b>	<b>1</b>	<b>8%</b>
<b>Non-Indigenous Employees</b>	<b>6</b>	<b>55%</b>	<b>8</b>	<b>62%</b>	<b>8</b>	<b>67%</b>	<b>8</b>	<b>73%</b>	<b>10</b>	<b>83%</b>
<b>Male</b>	<b>4</b>	<b>36%</b>	<b>5</b>	<b>38%</b>	<b>4</b>	<b>33%</b>	<b>4</b>	<b>36%</b>	<b>6</b>	<b>50%</b>
<b>Female</b>	<b>7</b>	<b>64%</b>	<b>8</b>	<b>62%</b>	<b>8</b>	<b>67%</b>	<b>7</b>	<b>64%</b>	<b>6</b>	<b>50%</b>

Note: Information as of December 31

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>24</b>		<b>17</b>		<b>24</b>		<b>4</b>		<b>19</b>	
<b>Male</b>	<b>20</b>	<b>83%</b>	<b>15</b>	<b>88%</b>	<b>21</b>	<b>88%</b>	<b>3</b>	<b>75%</b>	<b>17</b>	<b>89%</b>
<b>Female</b>	<b>4</b>	<b>17%</b>	<b>2</b>	<b>12%</b>	<b>3</b>	<b>13%</b>	<b>1</b>	<b>25%</b>	<b>2</b>	<b>11%</b>

Note: Information as of December 31

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>7</b>	<b>1.4%</b>	<b>3</b>	<b>0.6%</b>	<b>4</b>	<b>0.8%</b>	<b>3</b>	<b>0.6%</b>	<b>1</b>	<b>0.2%</b>

Note: Information as of December 31



Position Reconciliation

This information differs from the employee information on the preceding page as the human resource information below reflects actual employees as of March 31<sup>st</sup> of each year. The information presented also reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Main Estimates</b>
Total	454	2	456
Indeterminate full-time	453	2	455
Indeterminate part-time	1	-	1
Seasonal	-	-	-

Adjustments during the Year:

Position	Community	Region	Added/ Deleted	Explanation
Financial Analyst	Yellowknife	Headquarters	1	RCMP Contract Renewal
Program/Policy Analyst	Yellowknife	Headquarters	1	RCMP Contract Renewal

Other Positions

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Main Estimates</b>
Total	6	-	6
Indeterminate full-time	6	-	6
Indeterminate part-time	0	-	0
Seasonal	0	-	0

**Other Human Resource Information**

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The following tables indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011. The information is current as of December 2011.

<b>Summer Students</b>				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
13	13	3	10	0

Note: Information as of August 17

<b>Interns</b>				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
0	0	0	0	0

<b>Transfer Assignments (In)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
38	18	12	6	20

Note: Information as of December 31

<b>Transfer Assignments (Out)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
46	22	13	9	24

Note: Information as of December 31

**Activities Associated with Staff Training & Development*****Human Resource Plan for Justice***

Justice faces an ongoing challenge to staff positions with indigenous NWT residents. Like all departments, Justice competes for employees with international resource-development companies that have northern hire quotas and staffing needs that are met with local residents. It is also a struggle to find employees from the north with the right combination of skills, education and experience to fill specialized jobs in courts, corrections and legal aid.

In 2009-10, Justice developed the *Northern Workforce Development Plan* to identify human resource issues and broad goals and objectives. This plan will be used to support work to create a Human Resource Plan for the Department. This work complements the Department's 10-year strategic plan

(which is nearing completion) as well as the broader human resources strategy for the public service. The Department's human resource plan will also be informed by the risk analysis assessment of critical operational / functional areas, an initiative that will be completed in the spring of 2012.

In addition to these strategic initiatives, Justice staff receive routine training and development, including but not limited to the following:

- Corrections Northern Recruitment Training Program – This is a six-week program to train Northerners in the technical skills required for work in NWT facilities. This program provides Northerners with basic skills that will qualify them to be hired into entry-level jobs in correctional facilities.
- Specialized training provided to corrections staff:
  - Integrated Case Management Training;
  - Sentence Administration Certificate Program;
  - National Sex Offender Treatment Program and National Sex Offender Risk Assessment Training;
  - Domestic Violent Offender Supervision;
  - Corrections Service Canada Parole Supervision Orientation;
  - Community Corrections Personal Safety Training;
  - Self Defense Refresher Training;
  - Cell Extraction Training; and
  - Risk Assessment Training.
- Sheriff officers receive ongoing self-defense and CELT training.
- Legal Registries staff receive training on new systems, (e.g. Corporate Registries Database).
- Court workers receive regular training to expand their experience with courts and their administrative knowledge.
- In the Collaborative Justice Model, selected staff participating in the pilot will receive additional training to reflect changes in the scope of their duties.
- Legal and legislative counsel and legal aid staff lawyers are provided with opportunities to take part in professional development courses designed to augment their skills, including drafting courses and intensive trial advocacy training. The Department also liaises regularly with the Canadian Bar Association and the Law Society of the NWT to promote the NWT as a place to practice law in both the private and public sectors.

## **g) Information System & Management Overview**

### Overview

#### **Approach to Information Management (IM) and Information Systems (IS)**

Justice is responsible for the administration of courts, policing, corrections and community justice as well as the delivery of a number of other programs and services to the public such as victim services, legal aid, the rental office and legal registries. The diversity of these responsibilities – including the need for strict security, the local and national requirements for statistical information, and the legal framework Justice operates within – governs the Department’s approach to information management and information systems (IM/IS). Advances in technology and increased access to the Internet present opportunities, create challenges and raise expectations by clients and the public. The high level of crime – and particularly violent crime – in the NWT, changes in federal legislation and increased resource development can have an impact on the Department’s workload and IM/IS requirements. And finally, IM/IS systems need to be maintained and updated, and new systems need to be developed to respond effectively to these pressures.

It is clear that the Department maintains one of the largest application portfolios, as well as one of the most diverse security and infrastructure portfolios, within the GNWT. In the next four years, the Department will be faced with a number of IM/IS challenges and considerations. Additional financial and human resources are required to respond adequately to these challenges and to take advantage of the opportunities provided by new technology.

#### **1. Security Requirements**

**Management of Information** – Information must meet strict security requirements (both electronic and physical) due to legislative and privacy concerns. This is especially true for the courts and corrections areas. As an independent branch of government, NWT Courts have records that do not fall under the purview of the Executive branch of government (i.e. the Department). These records must be kept and managed separately. Additionally, the sensitive nature of court documents requires a high degree of security to maintain the integrity of each record and protect information that cannot be made public (e.g. youth records). For these reasons, the Department informatics team – not the Technology Service Centre – maintains and manages the systems related to these records.

**Management of Facilities** – Courts and corrections program areas also require systems and technology to protect the physical security of the public, offenders and accused, and staff. The courthouse in Yellowknife and correctional facilities throughout the NWT use complex internal security tracking and surveillance systems that must be maintained. In correctional facilities, these systems must be monitored and maintained on a 24/7 basis in order to support operations. These systems are also solely managed and maintained by the Justice informatics team.

#### **2. Statistical Requirements**

The Department generates and manages statistical information on a wide variety of program areas and topics, including legal aid, maintenance enforcement, corrections, court services and victim services. The Department contributes electronic and print data to national institutions, including Statistics Canada’s Canadian Centre for Justice Statistics. This information, along with statistical information from other jurisdictions, is used to report on the justice system in Canada and is very important to the

Department for planning and evaluation purposes. Statistical reports also provide NWT residents and stakeholders with important information on justice issues and programs. The Department must remain an active contributor to national surveys on justice services and issues in order to benefit from the analytical work conducted at this level. This requires a sustained focus on data quality and reporting requirements. The Department must also ensure that data collection activities and information management systems meet our research, planning and evaluation needs.

### 3. Program Delivery Requirements

**Administration** – The Department is responsible for providing operational systems to support the administration of a variety of programs. Systems to support these programs must be effective and accessible to staff, and staff need proper training to collect and enter the information. These operational systems must provide statistical information that can be easily accessed to meet local or national statistical requirements.

**Service Delivery** – Services like legal aid, court services and legal registries require operational systems that support client needs. Clients may be required to pay fines, make maintenance payments (or find out how much is owed) or search land titles. Improvements in technology and increased access to the internet present the Department with opportunities and challenges for meeting the needs of clients.

**Accurate Information** – Accurate information is fundamental to the efficient operation of many areas including Legal Registries, Maintenance Enforcement and Court Registries. In Legal Registries for example, the information that is maintained is the basis of many high value transactions in both land and personal property. Errors in the systems used to record this information could have a significant impact on commercial activity in the Northwest Territories, as well as posing a significant financial risk to the GNWT. In addition, the maintenance of accurate corporate records can be critical for organizations seeking funding or wishing to avail themselves of business incentive programs.

### 4. Major Information Systems

The Department's application portfolio consists of 36 independently maintained applications. Below is a list of the major, mission critical applications maintained by Justice information systems staff. These applications consist mainly of security systems, program administration systems and public service delivery systems.

#### **Security Systems**

Courthouse Security Surveillance System	Court Services
Corrections Security Surveillance System	Corrections
Building Security Control System	Corrections (North Slave Correctional Centre)

#### **Program Administration Systems**

Jury Management System	Court Services
Court Information Tracking System	Court Services
Justice Information System	Court Services
Inmate Trust Accounting System	Corrections
Correction Offender Management System	Corrections
Portal for Electronic Data, SharePoint Server	Corrections
Document Registry Tracker	Legal Registries
Legal Aid System	Legal Aid
Lawyer Time Keeping System	Legal Division

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Appointments and Revocations Database	Legislation Division
Coroner Results Database	Coroner's Office
Coroner Statistical Tracking Database	Coroner's Office

### ***Systems for Services to the Public***

Active Receipt System	Legal Registries
Document Imaging System	Legal Registries
Corporate Registries database	Legal Registries
Land Titles Daybook	Legal Registries
Personal Property Registry	Legal Registries
Electronic Document Analysis Retrieval	Legal Registries
National Registration Database	Legal Registries
Child Support Manager	Maintenance Enforcement

## **Planned Activities – 2012-13**

### ***Continuation of the Existing IM/IS Strategy***

In 2012-13, the Department plans to continue the implementation of the existing IM/IS Strategy. The current strategy focuses on managing growth and development by gradually reducing the number of small, individually maintained/managed applications with more current, easily maintained web based applications or large-scale GNWT global solutions. These new applications are expected to increase application life cycles, provide better opportunities for knowledge transfer, share a common look and feel, require minimal maintenance, and share economies of scale (e.g. large global solutions). These actions are anticipated to reduce the Department's overall total cost of ownership.

The IM/IS Strategy will be revisited to align with the Department's 10-year strategic plan and will be informed by the in-depth risk analysis assessment of critical operational / functional areas to be completed in the spring of 2012. Justice will also continue to work closely with GNWT committees and business advisory groups to identify common IM/IS issues and solutions at both the departmental and governmental level.

### ***Data Analysis / Information Management Review***

In 2012-13, the Department will continue to assess information needs for national reporting requirements, program planning, and evaluation. Changes will be made to existing data reporting as necessary and to accommodate any new requirements or requests by Statistics Canada. This activity supports internal efforts to understand justice system trends and pressures, and provides an opportunity to be proactive in reporting requirements and changes.

### ***Video-Conferencing Initiative***

The Department is continuing to examine the feasibility of conducting closed circuit video conferencing between the Yellowknife correctional facility and the Yellowknife courthouse. Early indications suggest the potential for significant reductions in the travel time required for preliminary and remand hearings. During the next four years, Justice will examine the feasibility of introducing video-conferencing capability between the Yellowknife courthouse and various correctional facilities across the NWT. Video-conferencing may also be considered for policing and other programs that provide services to the public, including the services offered through the Rental Office and legal aid. The focus is to consider the use of this technology (where applicable and appropriate) to maintain or improve services and reduce costs.

### ***Courts–Jury management System***

The Department has recently finalized the in-house development of a new web based Jury Management System. Staff are currently being trained and the application is expected to be online in early April 2012. This newly designed system has been demonstrated to other jurisdictions and has received considerable interest. The Department may be able to share the application and to cost share future enhancements.

### ***Courts Management System (FACTS)***

The FACTS system represents one of the Department's largest application investments and is indispensable for the operation of Court Services. In 2010-11, the Department experienced a substantial reduction in the support offered by the system developer. It is very possible that even this reduced support for the application will cease within the next few years. In addition, risks associated with maintaining the existing application have been increasing yearly. The application is limiting the Department's ability to migrate to newer servers and requires multiple adjustments and accommodations when implementing new technologies such as the Windows 7 operating system. Justice is considering options to migrate to a new court information system. In 2012-13, the Department plans to seek federal funding for an options study for a new courts system that will meet the long-term operational and statistical needs of NWT Courts. As part of this study, Justice will look for opportunities to cost share with other jurisdictions.

### ***Corrections Offender Management System (COMS)***

The Correction Offender Management System (COMS) is the second largest application maintained by the Department, and has a variety of vendor support and technology issues. All external developer support has ceased, and similar to the court information system, COMS is also starting to limit the technology that can be used within the Department. In 2012-13, the Department will seek federal funding to undertake a review of the IS/IM needs of the Correctional Service and consider options for replacement of COMS. A concurrent study of both the correctional and courts systems may be cost-effective. As with the courts system study, Justice will also continue to look for opportunities to cost share with other jurisdictions.

### ***Online Payment / E-Government Initiatives***

Fine payments, service fees and information requests are increasing within the Department's client-oriented divisions. In order to manage this increase, the Department must increase its existing IM/IS internal resource levels. Secure alternatives for electronic payment and information sharing (in compliance with the GNWT's web enhancement and E-government initiatives) have been identified, particularly for the Maintenance Enforcement Office and Legal Registries. The Department will continue to review the feasibility of implementing an online payment system for Court Services that would allow residents to make online payment for fines or fees owed.

### ***Legal Registries Online Search Systems***

In 2012-13, Legal Registries will proceed with the development of an electronic database to replace the current manual approach to conducting land title searches. The current system consists of plan index books for each community in the NWT that have the title history according to the lots and blocks shown on the plan. The new system will replace these manual plan indices, and will

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eventually be linked to the new document imaging database and provide for the online collections of search fees, so that the public can then conduct title searches from their home or place of business.

Legal Registries will also complete the implementation of the Corporate Registries Online System to provide for remote searching of the Corporate Registries Information System. This new online system will link with the new document imaging database and provide for the online collections of search fees, thereby allowing the public to conduct searches of corporations, societies, partnerships and business names directly from their home or place of business.

### ***Maintenance Enforcement System Replacement***

A new web based fee collection and client management system for the Maintenance Enforcement Office is anticipated to be running by June 2012, with minimal need for further development. Features include an updated web based interface, new database technologies, advanced reporting capabilities, and the ability to meet the new federal statistics electronic reporting requirements.



**MUNICIPAL AND  
COMMUNITY AFFAIRS**



# **1. OVERVIEW**

## **MISSION**

The Minister and the department are responsible for the development and maintenance of community governments, responsive and responsible to residents, with sufficient legal authority and resources to carry out community responsibilities, to provide program and services essential to good community life and to deal effectively with other governments and organizations. The Minister and department are also responsible for protecting the interests of consumers.

## **GOALS**

- Strong communities through effective local governance.
- Sound financial management through financial policies, programs and partnerships that provide community governments with sufficient funding and authority to deliver quality public services.
- A dynamic policy framework through legislation, policies and procedures responsive to the changing needs of community governments and stakeholders.
- Effective communication through a comprehensive framework that guides communication within MACA and between government departments and stakeholders.
- Effective infrastructure management through community capacity to effectively respond to increased responsibility for infrastructure development and maintenance.
- Responsive land administration through land administration that is responsive to the diverse needs, responsibilities and priorities of communities and the public.
- Increased public safety through quality public programs and services to educate and improve the safety of NWT residents.
- Environmentally sustainable communities through promoting and encouraging the use of best practices related to energy conservation and climate change adaptation.
- Confident and capable community governments through knowledgeable and skilled community government staff.
- Vibrant and healthy communities through partnering with a broad base of stakeholders to encourage healthy lifestyle choices with a focus on physical activity, youth and volunteer initiatives.

## **KEY ACTIVITIES**

- Directorate
- Public Safety
- Community Operations
- School of Community Government
- Lands Administration
- Sport, Recreation, and Youth
- Regional Operations

## **2. EMERGING ISSUES**

Community governments are the Department of Municipal and Community Affairs' (MACA's) key partners. MACA works to support community governments in the delivery of their core municipal programs and services, and the broad mandate of MACA reflects the diversity of programming at the community government level. Community governments strive to deliver quality programs and services, while balancing diverse demands and interests in the following areas:

- Political pressures on elected leaders to develop their capacity to lead effectively, manage limited resources, hire competent administrators and make significant decisions on issues with long term implications.
- Administrative pressures facing community governments as they struggle to recruit and retain a skilled workforce in a competitive economy as well as ensuring access to more technical and professional resources and skills.
- Financial pressures as community governments strive to balance the diverse interests of residents with a finite level of funding. Additionally, there are increasingly complex and demanding requirements for accounting and financial management. Community governments are also challenged by increasing fuel and utility costs.
- Complex regulatory demands that administrators need to respond to, including compliance with federal water and waste water guidelines, proposed resource development requirements, land use development pressures and environmental assessments. Public safety priorities for fire and emergency protection are also important.
- Expectations that community governments will actively strengthen the community fabric by addressing youth issues and the public expectations for recreation, volunteer and community sport programs that address health concerns related to physical activity.
- Environmental factors (such as climate change) require proactive and innovative thinking due to the current and future impacts on community public infrastructure.
- Increasingly sophisticated technical requirements such as project and asset management that require specialized skill sets to effectively design, plan and maintain community public infrastructure required to deliver programs and services.
- Economic pressures continue to impact communities in many different ways. Communities will face pressures resulting from the recent international economic downturn; while this may not have had an immediate impact, it is something that community governments will need to plan and prepare for.
- Community governments are seeking long term funding support to deal with infrastructure needs and are interested in ongoing negotiations with Canada on a new agreement that will follow the Building Canada Plan.
- Community governments are continuing to face challenges with capacity needs that are anticipated to continue as other economic opportunities in the north proceed, further straining the pool of trained professionals.

## *Municipal and Community Affairs*

- Some community governments have expressed interest in acquiring Commissioner's lands, administered by MACA under the *Commissioner's Land Act*, which lie outside, but adjacent to, community government municipal boundaries.
- The potential of the Government of the Northwest Territories to attain new authority and responsibility through a devolution agreement with Canada will challenge community governments to take a more active interest in land administration and ownership.

### **3. 2012-13 PLANNING INFORMATION**

The detailed description of planned activities for the department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the department's operation expenses and revenues.
- b) **Key Activities** describes the department's major programs and services, including strategic activities, as well as results to date and measures.
- c) **Responding to Priorities** describes current major activities the department is undertaking in supporting the priorities identified by the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the department's infrastructure investments to date and activities planned for 2012-13.
- e) **Legislative Initiatives** provides a summary of the department's legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** include overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2012-13.

## a) Fiscal Position and Budget

### DEPARTMENTAL SUMMARY

	<b>Proposed</b>			
	<b>Main</b>	<b>Revised</b>	<b>Main</b>	
	<b>Estimates</b>	<b>Estimates</b>	<b>Estimates</b>	<b>Actuals</b>
	<b>2012-13</b>	<b>2011-12</b>	<b>2011-12</b>	<b>2010-11</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OPERATIONS EXPENSE</b>				
Directorate	4,358	4,358	4,358	3,998
Public Safety	1,407	1,692	1,607	1,211
Community Operations	2,437	2,533	2,533	2,660
School Of Community Government	3,051	3,201	3,202	3,286
Lands Administration	3,433	3,248	3,248	2,282
Sport Recreation and Youth	5,180	5,180	5,179	5,320
Regional Operations	75,667	73,359	73,098	72,933
<b>TOTAL OPERATIONS EXPENSE</b>	<b>95,533</b>	<b>93,571</b>	<b>93,225</b>	<b>91,690</b>
<b>REVENUES</b>	<b>1,050</b>	<b>1,050</b>	<b>1,050</b>	<b>19,422</b>

**OPERATION EXPENSE SUMMARY**

	<u>Proposed Adjustments</u>					<b>Proposed Budget 2012-13</b>
	<b>Main Estimates 2011-12</b>	<b>Forced Growth</b>	<b>Strategic Initiatives</b>	<b>Sunsets and Other Adjustments</b>	<b>Internal Reallocations</b>	
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	
<b>Directorate</b>						
Departmental Management	678	0	0	0	0	678
Other Grants & Contributions	638	0	0	0	0	638
Regional Management	343	0	0	0	0	343
Corporate Affairs	455	0	0	0	0	455
Policy and Planning	608	0	0	0	0	608
Financial Services	632	0	0	0	0	632
Information Systems	1004	0	0	0	0	1,004
<b>Total Activity</b>	<b>4,358</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,358</b>
<b>Public Safety</b>						
Program Management	294	0	0	0	0	294
Community Government Grants & Contributions	200	0	0	(200)	0	0
Office of the Fire Marshal	586	0	0	0	0	586
Emergency Management	297	0	0	0	0	297
Consumer Affairs	230	0	0	0	0	230
<b>Total Public Safety</b>	<b>1,607</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>1,407</b>
<b>Community Operations</b>						
Program Management	342	0	0	0	0	342
Community Financial Services	597	0	0	0	0	597
Financial Policy	246	0	0	(96)	0	150
Community Governance	264	0	0	0	0	264
Infrastructure Planning and Support	899	0	0	0	0	899
Community Government Grants & Contributions	185	0	0	0	0	185
<b>Total Community Operations</b>	<b>2,533</b>	<b>0</b>	<b>0</b>	<b>(96)</b>	<b>0</b>	<b>2,437</b>



	Proposed Adjustments					Proposed Budget 2012-13 (\$000)
	Main Estimates 2011-12 (\$000)	Forced Growth (\$000)	Strategic Initiatives (\$000)	Sunsets and Other Adjustments (\$000)	Internal Reallocations (\$000)	
<b>School of Community Government</b>						
Program Management	420	(1)	0	0	0	419
Training Programs	1,952	0	0	0	0	1,952
Grants and Contributions	830	0	0	(150)	0	680
<b>Total School of Community Government</b>	<b>3,202</b>	<b>(1)</b>	<b>0</b>	<b>(150)</b>	<b>0</b>	<b>3,051</b>
<b>Lands Administration</b>						
Program Management	780	0	0	0	0	780
Property Assessment	1,419	0	0	0	0	1,419
Lands Programs	1,049	0	185	0	0	1,234
<b>Total Lands Administration</b>	<b>3,248</b>	<b>0</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>3,433</b>
<b>Sport Recreation and Youth</b>						
Program Management	364	0	0	0	0	364
Sport & Recreation	371	0	0	0	0	371
Youth	751	1	0	0	0	752
Volunteer	236	0	0	0	0	236
Other Grants & Contributions	3,457	0	0	0	0	3,457
<b>Total Sport Recreation and Youth</b>	<b>5,179</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,180</b>
<b>Regional Operations</b>						
Program Management	2,325	3	0	0	0	2,328
Community Government Grants & Contributions	65,357	2,570	0	0	0	67,927
Other Grants & Contributions	1,125	0	0	0	0	1,125
Regional Delivery Services	4,119	8	0	0	0	4,127
Amortization	172	0	0	(12)	0	160
<b>Total Regional Operations</b>	<b>73,098</b>	<b>2,581</b>	<b>0</b>	<b>(12)</b>	<b>0</b>	<b>75,667</b>
<b>TOTAL DEPARTMENT</b>	<b>93,225</b>	<b>2,581</b>	<b>185</b>	<b>(458)</b>	<b>0</b>	<b>93,533</b>

**REVENUE SUMMARY**

	<b>Proposed</b>	<b>Revised</b>	<b>Main</b>	<b>Actuals</b>
	<b>Main</b>	<b>Estimates</b>	<b>Estimates</b>	<b>Estimates</b>
	<b>Estimates</b>	<b>2011-12</b>	<b>2011-12</b>	<b>2010-2011</b>
	<b>2012-13</b>	<b>2011-12</b>	<b>2011-12</b>	<b>2010-2011</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>TRANSFER PAYMENTS</b>				
Municipal Rural Infrastructure Fund- Tax Based Communities	0	0	0	3,539
Building Canada Fund	0	0	0	1,221
Infrastructure Stimulus Fund	0	0	0	13,477
Joint Emergency Preparedness	90	90	90	0
<b>TOTAL</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>18,237</b>
<b>GENERAL REVENUES</b>				
Lottery Licences	75	75	75	50
Business Licences	34	34	34	5
Land Document Fees	10	10	10	4
Quarry Fees	20	20	20	0
Real Estate Agents and Salespersons	5	5	5	2
Vendor/Direct Seller Licences	10	10	10	12
Plan Review Fees	31	31	31	16
Registration Fees	75	75	75	79
Interest	0	0	0	0
Other	0	0	0	222
<b>TOTAL</b>	<b>260</b>	<b>260</b>	<b>260</b>	<b>390</b>
<b>OTHER RECOVERIES</b>				
Land Leases	700	700	700	795
<b>TOTAL</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>795</b>
<b>CAPITAL</b>				
<b>REVENUES</b>	<b>1,050</b>	<b>1,050</b>	<b>1,050</b>	<b>19,422</b>

## ***b) Key Activities***

### **KEY ACTIVITY 1: DIRECTORATE**

#### **Description**

Directorate coordinates the development and implementation of the department's strategies with the senior management team and links the department's activity to the goals of the GNWT. Regional management oversees operations in the regional offices responsible for implementation of MACA programs and services. The Directorate also coordinates support for community governments to maximize benefits and minimize potentially negative impacts of resource development including the Mackenzie Gas Project (MGP).

Through the Corporate Affairs division, the department coordinates planning, communication, reporting and inter-jurisdictional activities, provides expert financial, policy and information systems advice and manages other administrative services.

#### **Major Program and Services 2012-13**

##### **Corporate Affairs**

MACA will continue to coordinate several legislative initiatives and anticipates advancing a number of legislative initiatives in 2012-13. These include:

- The *Curfew Act* – pending a review of this legislation, a legislative proposal may be introduced;
- The *Pawnbrokers and Second-Hand Dealers Act* and the *Film Classification Act* are under review and legislative proposals are expected in 2012.
- The *Property Assessment and Taxation Act*, and the *Fire Prevention Act* are also expected to be updated in 2012-13.
- The *Cost of Credit Disclosure Act* and the *Community Planning and Development Act* will have regulations developed.

The department continues its analysis of potential amendments to the *Senior Citizens and Disabled Persons Property Tax Relief Act* to address concerns that have been raised regarding the application process and eligibility requirements.

MACA provides a legislative and policy framework that most community governments work within in the Northwest Territories. The exception is the Designated Authorities (First Nations communities where no form of municipal government established by GNWT legislation exist) where the department maintains a contractual relationship for the provision of municipal services.

MACA commenced development of an Accountability Framework in 2010-11 to clearly establish and articulate how the department supports and monitors community government operations and to provide community governments with consolidated information on what their accountabilities and reporting requirements are. In 2012-13, the department will begin implementation of the framework and begin reporting on results.

## *Municipal and Community Affairs*

MACA will continue to foster its relationship with key stakeholders including the Northwest Territories Association of Communities (NWTAC) and Local Government Administrators of the Northwest Territories (LGANT), and will continue to evolve a legislative, policy and funding framework to support strong and sustainable communities in the NWT.

The Directorate will continue to coordinate the overall capacity building strategies and implementation throughout the department in order to assist community governments to effectively respond to their expanded authorities and responsibilities

The department will continue implementation of its five-year strategic plan to improve linkages between departmental activities and GNWT objectives. A results report will be published in advance of the 2013-14 business planning cycle.

MACA will launch a new external website to provide stakeholders with timely relevant information.

MACA will continue efforts to ensure that the interests of community governments are addressed relative to resource development and the MGP. Planned activities under this initiative are tied to certain milestones associated with the MGP. A change in the schedule could have impacts of timing and requirements for planned activities.

MACA will focus on supporting community governments as the MGP progresses to ensure community governments are able to benefit from the opportunities and prepare for the impacts of the project.

## **KEY ACTIVITY 2: PUBLIC SAFETY**

### **Description**

Through the Public Safety division, MACA coordinates operations relating to fire safety, territorial and community emergency management and planning, and consumer affairs (including business licensing, lotteries and real estate).

### **Major Program and Service Initiatives 2012-13**

#### **Emergency Management**

The department continues to develop programming aimed at helping community governments prepare for and respond to emergencies. This involves the establishment of quality training opportunities, improving awareness and understanding of emergency management principles and practices, and an effective policy and legislative framework representative of the current operating environment.

MACA continues to assist local fire departments to meet the fire prevention and fire response demands in their communities.

The Department is working with the Department of Justice to prepare regulations for the *Cost of Credit Disclosure Act*.

MACA continues its role as the territorial coordinating agency for emergency response when intervention at the territorial or national level is needed. As Chair of the Territorial Emergency Response Committee (TERC), the department coordinates territorial initiatives and, in collaboration with other provinces and territories, works alongside the federal government to ensure the safety of residents.

The department has started a comprehensive review of the *Fire Prevention Act* to overhaul the *Act* to clarify the regulatory regime and offences, ensure that investigation mechanisms comply with the *Charter*, and update penalties MACA anticipates advancing a legislative proposal in 2012.

MACA will start preliminary analysis of the *Civil Emergency Measures Act* parallel with the review of the NWT Emergency Plan. The department plans to begin stakeholder consultation in 2012 to be followed by a legislative proposal in 2013-14. Considering MACA's role in the regulation of orderly planning and the execution of emergency responses and disaster prevention programs in the NWT, review of the *Civil Emergency Measures Act* will guide future work on the Disaster Assistance Policy.

MACA continues to deliver emergency management training to community governments to establish the necessary skills and emergency response plans to effectively prepare for and respond to all types of emergencies. The effectiveness of an emergency response is greatly increased through the understanding of emergency management and with accepted common response protocols.

In 2012-13 the department plans to develop a companion program for the two-day community emergency planning workshop to help communities validate their emergency response plans through table top exercises.

#### **Office of the Fire Marshal**

MACA is working with community governments to develop long term plans to increase fire department

## *Municipal and Community Affairs*

capacity based on fire department needs analyses for each community. These plans will identify infrastructure, equipment, training, and sustainability needs specific to each community fire department, and a territory wide community fire protection strategy. The department intends to establish a fire defense capacity for each community fire department, enabling a coordinated response to isolate fires and prevent them from spreading to other buildings.

MACA continues to maintain an affiliation with an accredited fire training centre to deliver nationally-recognized firefighting training courses.

### *Consumer Protection*

The department is working with the Department of Justice to prepare the regulations for the *Cost of Credit Disclosure Act*. The statute was passed by the Legislative Assembly in May 2011; the new regulations are necessary to bring the *Act* into force.

## *Measures Reporting*

### *Emergency Management*

MACA implemented an emergency management training strategy in spring 2011 to guide the development and delivery of quality training opportunities to improve the safety of residents. The purpose of the strategy is to improve community capacity to undertake emergency management activities, revitalize emergency management committees at the community level, and support communities in their emergency planning efforts.

During 2011-12, a Basic Emergency Management workshop was piloted to eight communities (Délne, Fort Simpson, Fort Smith, Yellowknife, Inuvik, Hay River, Norman Wells and Fort Good Hope) involving 119 participants. Based on these pilot projects, the department completed the development of a two day workshop designed to familiarize community officials with their roles and responsibilities pertaining to emergency management and to develop or update their community emergency plan. The department anticipates delivering ten workshops in 2012-13.

A six-module DVD series was developed in 2011-12 to offer community emergency management officials further opportunities to learn about roles, responsibilities, and the NWT emergency management regime. The series will be launched in 2012.

*Number of communities that have current and updated emergency plans.*

- Six community governments with updated, current emergency plans, four of which have been exercised in the past two years.
- Twenty-three community governments with emergency plans requiring updating.
- Four community governments without emergency plans.

Generally, emergency plans are not considered up-to-date unless they have been validated through either a live or table-top exercise in the past two years. There are presently six community governments that have an up-to-date and recently-tested emergency plan.

*Office of the Fire Marshal*

MACA completed amendments to the *Fire Prevention Act* to officially adopt the standards of the 2010 National Building Code of Canada and the 2010 National Fire Code of Canada, and CSA B-139-09 Installation Code for Oil Burning Equipment where they apply or relate directly to fire prevention and safety standards.

MACA reviews building plans to certify that the plan reflects the standards and codes that have been adopted by the Government of the Northwest Territories relating directly to fire prevention and safety.

MACA updated the Community Fire Protection Handbook to assist fire officials in making decisions to implement and improve fire services in their community. The handbook contains fire prevention guidelines and practices as well as the relevant territorial legislation, regulations and National Fire and Building Codes.

*Number of communities that have a completed community fire department capability assessment and needs analysis.*

- Seven community governments with completed fire assessments.
- Twenty-six community governments currently working on completing fire assessments.

## **KEY ACTIVITY 3: COMMUNITY OPERATIONS**

### Description

Through the Community Operations division, MACA coordinates many functions that support community governments. This includes financial advisory services, implementation of land claims and self-government processes, governance and local authority elections issues, leveraging alternative sources of revenue, administration of federal infrastructure funding programs, support of water treatment plant operators, technical advice and support for community public infrastructure capital planning, infrastructure implementation support, and asset management.

### Major Program and Service Initiatives 2012-13

#### Community Governance

The division continues to provide support and advice to community governments to fulfill their responsibilities. This work involves the following:

- the provision of advice and assistance on budget development, reporting requirements and public accountability; and
- supporting community governments in the areas of bylaw and policy development, effective financial management and provision of tools and best practices enabling communities to effectively and efficiently operate within their expanded authorities and responsibilities.

MACA recognizes and supports communities in adaptation to climate change. Through research and collaboration with the NWTAC, the department strives to provide support and technical advice to communities on how to integrate climate change adaptation into their Integrated Community Sustainability Plans.

#### Capital Planning and Infrastructure

MACA continues to provide support to community governments in their capital and infrastructure project development. This work involves the following:

- supporting communities with implementation of their responsibilities in the area of community infrastructure planning, ownership and operations, including capital planning, project financing, project management and contracting through the provision of tools, advice/assistance, sharing of best practices and information on private sector resources and;
- implementing federal infrastructure funding agreements related to the provision of community public infrastructure (Building Canada Plan and Canada-NWT Gas Tax Fund).

#### Drinking Water Quality

The department will continue to work collaboratively with other GNWT Departments on the implementation of the *Managing Drinking Water Quality in the Northwest Territories: A Preventative Framework and Strategy*. This foundational strategy is focused on initiatives to protect public water supply, and outlines guiding principles and best practices for safe drinking water management and the role of agencies involved in the provision of safe drinking water.



In 2012-13, MACA will continue with the following activities to support capacity building for water treatment plant implementation and operations:

- support of 17 communities through the Circuit Rider Training Program,
- support for water licenses developments,
- a fully developed water website that provides a water quality database and operator information,
- water supply systems upgrades/technical support,
- water and wastewater course development, and
- continued implementation of Building Canada Plan Bundled Water Treatment Plant Projects.

The following priority areas have emerged that require multi-departmental attention through the Inter-Departmental Drinking Water Management Committee to build on current initiatives and promote further partnerships to ensure safe drinking water:

- source water protection,
- training and support for water treatment plant operations, and
- public education and engagement.

Specific activities for MACA will include:

- developing a hands on water treatment plant operator course for local certification,
- delivering water treatment plant operator certification,
- assisting in developing emergency response plans for each individual drinking water system,
- developing new materials to assist operators through MACA's website,
- supporting the operation and implementation of water treatment plants, and
- supporting the implementation and operation of other community public infrastructure.

The department continues to collaborate with Environment and Natural Resources, Health and Social Services and Public Works and Services on the Inter-Departmental Drinking Water Management Committee to coordinate the management and administration of drinking water issues.

The Building Canada Water Treatment Plant Project is scheduled to have additional water plants in five the communities including Jean Marie River, Trout Lake, Lutselk'e, Fort Good Hope and Wrigley by March 31, 2014.

### *Community Financial Services*

The department continues to work with communities in this area and a new financial reporting model was introduced to community governments.

MACA will conclude the New Deal review in 2012, and will amend the following policies: Community Public Infrastructure Funding, Operations and Maintenance Funding, Water and Sewer Services Funding and Extraordinary Funding.

The department will continue to engage communities and share information about asset management ideas on how manage their investment in community public infrastructure. The department will continue to support capital planning tool training sessions for community governments in 2012-13.

## *Municipal and Community Affairs*

### *Measures Reporting*

#### *Community Governance*

##### *Number of municipal elections without irregularities*

A total of 17 regular municipal elections and five by-elections were held in 2011. One of the elections had significant irregularities resulting in court action by the Chief Municipal Electoral Officer. There was an error on the ballot for the Charter Community of Fort Good Hope that resulted in the election of councilors being overturned and a new election held. There were three regular elections where the candidates were acclaimed and one by-election where the candidate was acclaimed. The Hamlet of Tulita has moved to a three-year term of office for its mayor and councilors.

#### *Capital Planning and Infrastructure*

##### *Number of communities with asset management plans*

MACA initiated the development of a strategic framework for asset management and continued implementation of the framework during the 2010-11 fiscal year. In 2012-13 the department will, in partnership with community governments and the NWTAC, collect baseline data of current asset management practices in communities and begin sharing best practices for asset management through the provision of tools and sample asset management resources. This initiative will help community governments focus efforts on ensuring effective preventative maintenance practices.

##### *Number of communities with accumulated surpluses or deficits (excludes investment in capital assets)*

A total of ten community governments were in a total deficit position in 2011. This deficit excludes the community's investments in capital assets to better reflect the operational position. Three deficits are in First Nations community governments and due to the nature of their financial reporting, where there is a dual reporting relationship to territorial and federal government, it is difficult to determine if the deficit is attributable to municipal operations. One deficit was related to water and sewer operations, four related to general operations and two had deficits in both water and sewer, and operation and maintenance. A significant increase in the number of deficits was seen in 2008-09, this may be partly attributable to communities adjusting to the new authorities and responsibilities relating to capital funding. There was continued improvement in 2011 and three communities are working with MACA to approve deficit management plans.

##### *Number of communities with capital investment plans*

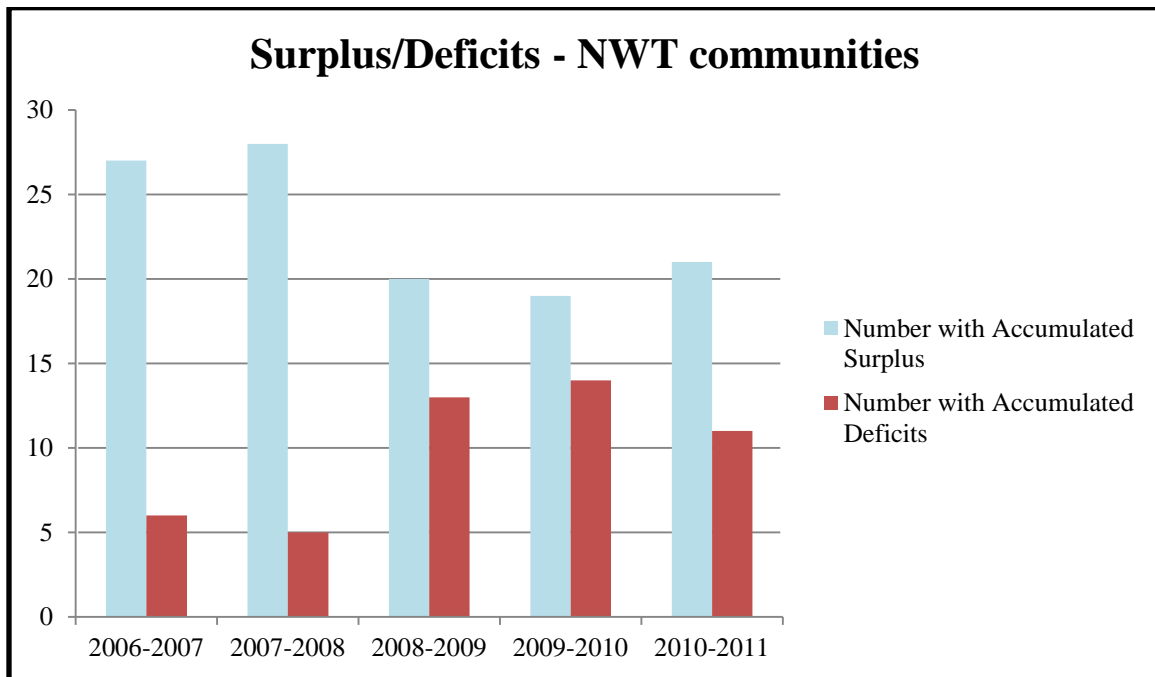
In 2009-10, all 33 communities adopted their Integrated Community Sustainability Plan. One component of these plans is the Capital Investment Plan, which must be updated on an annual basis. Each year, all communities are expected to update their Capital Investment Plan, which provides a critical roadmap for future development of community public infrastructure. In 2010-11, 31 communities updated their plans. These Capital Investment Plans are completed using the Capital Planning Tool which provides the flexibility to review and update the plans on a regular basis, maximize the efficiencies of funding sources and enables MACA to provide guidance and support where necessary.

Future reporting

To support implementation of future planned actions identified in MACA's 2010-2015 strategic plan, the department will commence reporting on the following performance measures during the next business planning cycle:

- number of community governments that have financial management bylaws or policies, procurement bylaws and investment bylaws;
- number of community governments that are PSAB compliant;
- number of community governments that submit an annual operating budget and updated capital investment plan prior to the start of the next fiscal year;
- number of communities that are infrastructure compliant with the Canadian Drinking Water Guidelines and *Public Health Act*; and
- number of communities implementing their Integrated Community Sustainability Plans.

Such reporting will be supported and enhanced by the implementation of the Accountability Framework in 2012-13.



MACA has been working with the Department of Aboriginal Affairs and Intergovernmental Relations (DAAIR) and the Tłı̨chǫ Government to develop a Tłı̨chǫ-GNWT working group, which will serve as a forum to discuss challenges and opportunities facing Tłı̨chǫ community governments and the options to best address them. Terms of Reference for the working group were accepted by representatives of MACA, DAAIR and the Tłı̨chǫ Government at a March 8, 2012, meeting in Yellowknife.

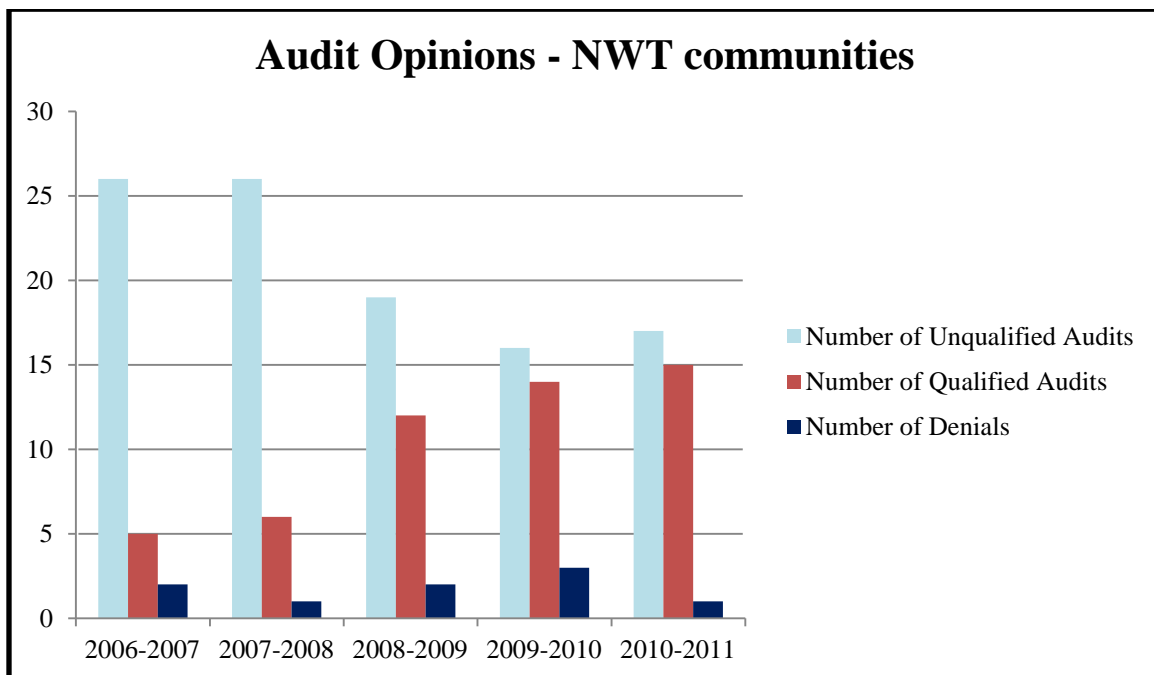
## *Municipal and Community Affairs*

### Community Financial Services

#### *Number of communities with unqualified/qualified/ denied audit opinions*

For the fiscal year ending either December 31, 2010, for municipal governments under the *Cities, Towns and Villages Act*, or March 31, 2011 for all others, 17 out of 33 community governments had unqualified audits, four had qualified opinions based on accounting deficiencies, two had qualifications not related to MACA funding/programs, six lacked estimates related to the cost of remediating their landfills (new requirement since Public Service Accounting Board [PSAB] implementation) and two lacked adequate documentation related to fundraising activities (e.g. bingos).

The following chart shows audit opinions since 2006 for all NWT communities.



### Drinking Water Quality

In 2011-12, MACA initiated the following activities to support capacity building for water treatment plant operations:

- supported 17 communities through Circuit Rider Training Program;
- developed study guides for the water certification courses;
- installation of on-site bacteriological testing units;
- water supply system upgrades/technical support;
- development of a GNWT water website was initiated;
- partnered with communities and Canada to provide training and support for the completed Municipal and Rural Infrastructure Fund Bundled Water Treatment Plant project for the communities of Aklavik, Behchokò (Edzo), Tuktoyaktuk, Ulukhaktok, and Délı̄ne; and
- partnered with Lutselk'e, Wrigley, Jean Marie River, Trout Lake, Fort Good Hope, Public Works and Services (PWS) and Canada to implement the Building Canada Plan Bundled Water Treatment Plant Project.

## **KEY ACTIVITY 4: SCHOOL OF COMMUNITY GOVERNMENT**

### **Description**

Through the School of Community Government (SCG), MACA uses a multi-pronged territorial, regional and community-based approach to local governance capacity building through partnerships with other GNWT and federal departments, Aboriginal and territorial organizations and educational institutions.

MACA provides training and development opportunities, along with resources, to assist in building northern capacity in broad areas of community government responsibilities including governance, management, finance, infrastructure, fire protection, lands, recreation, airports, public safety, emergency management, and community operations.

### **Major Program and Service Initiatives 2012-13**

#### **Training and Development**

In partnership with the NWTAC, LGANT, and the Department of Human Resources, MACA will continue to implement the programming under the Public Service Capacity Initiative.

Programming under the Public Service Capacity Initiative includes:

- Advancing Local Government Administrators Program to support recruitment, retention and skill development of local government administrators;
- mentorship programs to support local government administrators;
- good governance training for community elected leaders; and
- providing tools and assisting community governments with community self-assessments.

The department will coordinate training and development opportunities along with resources that reflect the priorities of community governments in identified areas of capital planning, infrastructure maintenance, asset management, water and waste management, fire protection, governance, recreation leadership, and emergency management.

MACA will implement a new series of community based emergency management workshops along with fire training to help ensure the safety of residents.

Regional governance workshops will also be delivered to a variety of governance groups, including band designated authorities, hamlets and Tłı̨chǫ communities, on roles, responsibilities and delegated authorities.

The department will continue to support community governments with the implementation of Integrated Community Sustainability Plans including human resources, energy and capital plans.

The department is implementing its redesigned management courses and continues to deliver a series of management and finance courses. In 2012-13, the department will be delivering six courses to help build community management and finance capacity.

A Steering Committee for the Public Service Capacity for Local Government Initiatives, which includes representatives from the Department of Human Resources, MACA, LGANT, and NWTAC, is

## *Municipal and Community Affairs*

implementing strategies to support the recruitment, development and retention of key community government positions.

Programming includes:

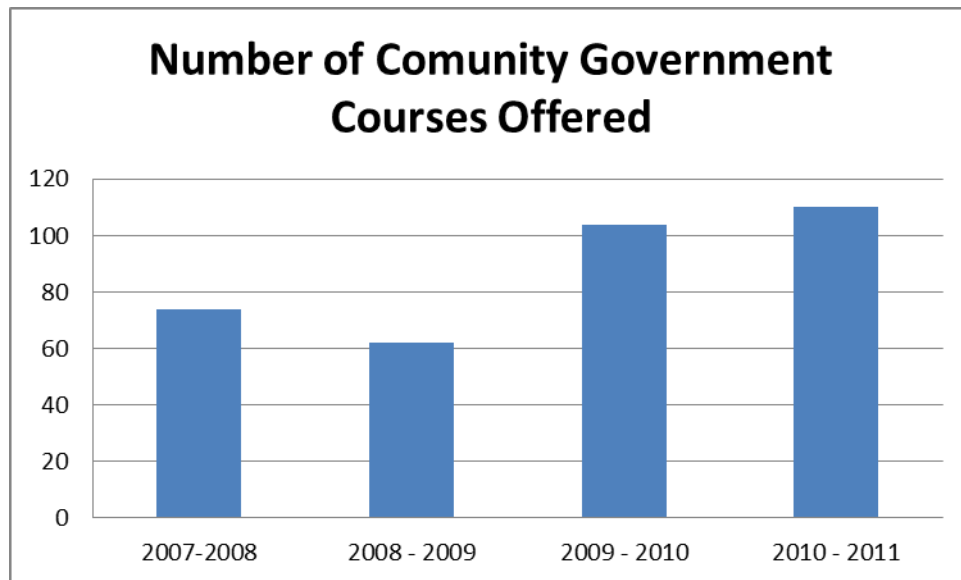
- Recreation Leadership Program to provide recreation leaders in Northern and aboriginal communities with practical and relevant skills and knowledge to effectively deliver recreation services;
- providing assistance to community governments with the implementation of their community energy plans and goals and completion of energy audits and implementation of strategies,
- marketing and recruiting initiatives to attract young people to work in community government;
- support to the Local Government Administrators of the NWT to extend their capacity building initiatives;
- shared services opportunities between the GNWT and community governments including secondment and transfer opportunities; and
- opportunities for “pooling” of human resource related functions amongst communities.

## Measures Reporting

### Training and Development

#### *Number and type of training programs delivered*

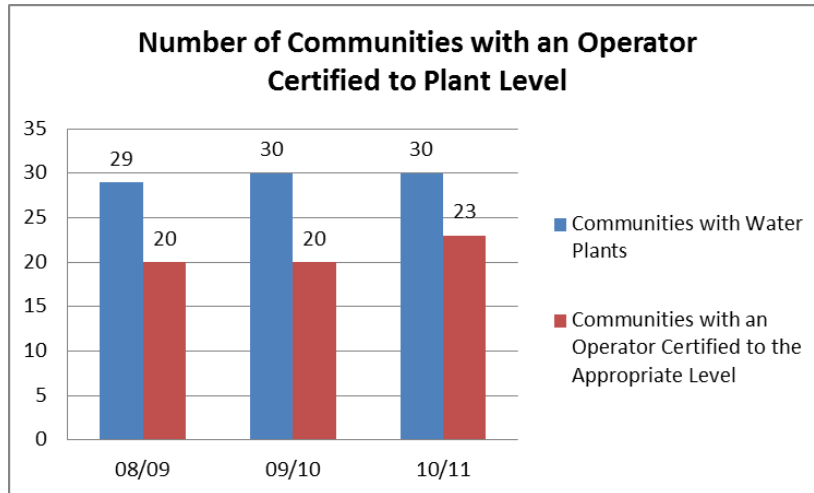
Recruitment, retention and capacity continue to pose a challenge to community governments. Through structured training, community government staff are better able to obtain the knowledge and skills necessary to perform critical functions. To help achieve this objective, annual training events are hosted by MACA in the priority areas of management, finance, lands, recreation, water and waste, community works, fire safety, and emergency management.



Twenty-nine governance courses were delivered to elected officials from 2009 to 2012. Ninety percent of students were satisfied with the instruction, rating it good or better.

*Certification rates for Water Treatment Plant Operators*

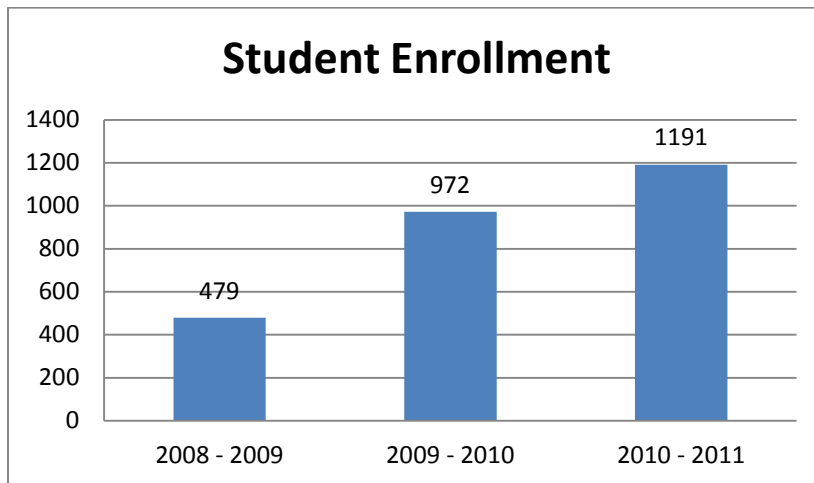
At present, 66 per cent of community governments have certified operators at the appropriate classification level for their water treatment plants. MACA anticipates this volume will increase to 75 per cent in 2012-13.



Seventy-eight community government staff have achieved certification in their occupational field which represents an increase of more than 50 per cent from 2009-2010.

*Number of community government staff receiving training*

Over 2600 participants from 33 NWT Communities attended School of Community Government training events between April 2008 and March 2011: 479 participants in 2008-2009, 972 participants in 2009-2010 and 1191 participants in 2010-2011.



*Number of communities with Integrated Community Sustainability Plans*

All 33 community governments completed their Integrated Community Sustainability Plans by March 31, 2010. MACA and its partners (the Arctic Energy Alliance and the Northwest Territories Association of Communities) are now supporting communities with the implementation of these plans which include energy, capital, and human resources strategies.

In 2010-2011, 24 emergency management courses were delivered with 334 participants taking emergency management training from ten communities.

## **KEY ACTIVITY 5: LANDS ADMINISTRATION**

### **Description**

Through its Land Administration division, MACA administers Commissioner's land, provides advice and assistance to community governments on land use and community planning, performs property taxation assessments, undertakes environmental planning and regulatory review and provides technical mapping and surveying services to community governments and the public.

### **Major Program and Service Initiatives 2012-13**

#### **Lands Planning and Program Development**

MACA will address many land administration issues, including trespass on federal Crown land, through devolution negotiations. MACA participates on a number of committees established to support the negotiation of the final devolution agreement, and provides land administration advice through its work on the committees.

In 2009, the department announced that it would develop a territory-wide Recreational Leasing Policy Framework to strengthen the management of Commissioner's land. The framework includes two streams: an overarching policy dealing with trespassing, enforcement, access infrastructure, conflicting land uses, and a fair, transparent process for leasing land for recreational purposes; and the creation of specific land use criteria to control the level of development allowed on land leased for recreational use to protect the natural environment. The framework is slated for implementation on June 30, 2012.

MACA will evaluate the effectiveness of the Interim Trespass Enforcement Strategy in conjunction with the development of the Recreational Leasing Policy Framework, and refine as appropriate. MACA is also reviewing options on methods to increase enforcement of trespass, lease and land use terms and conditions. A re-profiling of existing positions in the Land Administration Division and regional offices may be contemplated as part of an enforcement strategy to include a regular monitoring/inspection program, an enforcement policy, and a best practices regime.

The department will continue to monitor and participate in the environmental assessment of the Giant Mine Remediation Project currently under review by the Mackenzie Valley Environmental Impact Review Board. In general, MACA will undertake ongoing policy and program development activities to deal with issues related to the environmental reclamation of contaminated mine sites on Commissioner's land.

MACA is working with the Northwest Territories Housing Corporation (NWT HC) to create a methodology for converting the leases it currently issues to the NWT HC to fee simple title, and for nominal consideration. This is in support of the 17<sup>th</sup> Legislative Assembly's priority to sell its social housing stock where it is practicable to do so. Having fee simple title to the land that the social housing portfolio is situated on will make the sales much more streamlined and attractive to potential buyers. It will also relieve the NWT HC of having to pay annual lease fees.

The department will continue reviewing and making revisions to the policy framework currently in place governing the administration of Commissioner's land.



MACA will bring the new *Community Planning and Development Act and Regulations* into force in late 2012. The *Act* was assented to in August 2011, and the department is creating the *Regulations* and developing material to train community governments on the new authorities and responsibilities under the *Act*. MACA will continue to encourage and support communities in the development of community plans and zoning bylaws that foster efficient community development.

The department will continue to lead an initiative to assist community governments to formalize ownership of Community Public Infrastructure (CPI) through securing land tenure. This is part of the implementation of the New Deal for Community Governments and involves, as a first step, the legal survey of parcels of land where CPI is located to facilitate the transfer of the land and the assets to community governments. The second step is to perform Phase 1 Environmental Site Assessments on the land subject to transfer, prior to it being transferred to community governments.

MACA will continue to provide advice and support to the Department of Aboriginal Affairs and Intergovernmental Relations (DAAIR) on land-related issues at comprehensive land claim and self-government negotiations, including pre and post-implementation activities. This work will need to be balanced with the division's requirement to protect land for future GNWT infrastructure, program delivery requirements, and future community growth.

The department made significant progress on its Recreational Leasing Policy Framework. It concluded technical planning studies and released a discussion paper for public comment. In addition to the discussion paper, MACA held two public information sessions in Yellowknife and one in Inuvik. The department has engaged with the Gwich'in Tribal Council, and has initiated contact with the Yellowknives Dene First Nations. The completion date for the Recreational Leasing Policy Framework is June 30, 2012. If the Department requires additional time to complete the framework then it will seek another extension.

The department worked closely on the pre-implementation activities associated with the land components of the Délne Final Self-Government Agreement, and continues to provide support for land withdrawal proposals for the Northwest Territory Métis Nation negotiation processes to DAAIR.

MACA continues to support those communities that are willing and able to take on responsibility for the administration of Commissioner's land. MACA is working with the Town of Norman Wells and the City of Yellowknife to transfer the majority of the Commissioner's land within their municipal boundaries, in fee simple title, to the Town and the City. The Charter Community of Fort Good Hope has also expressed an interest in having Commissioner's land transferred to it. The Hamlet of Enterprise has made application for large tracts of Commissioner's land within its boundary. The Town of Inuvik is also interested in expanding its municipal boundary and acquiring the land currently located in the Commissioner's Block Land Transfer Area surrounding the community.

### *Property Assessment*

The department will evaluate the process used to conduct the 2008 General Property Assessment in the general taxation area (GTA) of the NWT. The evaluation will lead to the development of a new strategy for the phasing-in of the next cycle of the general assessment in the GTA, resulting in an increase in revenue for the GNWT. The next general assessment in the GTA is scheduled for 2017. This may result in legislative amendments to the *Property Assessment and Taxation Act* to create new assessment and taxation areas in the NWT.

## *Municipal and Community Affairs*

New resources were made available to the Assessment Services Unit in 2010-11 and this has resulted in the implementation of improvements to the general assessments in the municipal taxation authority (MTA) communities. For example, the general assessments for land and improvements in Inuvik and Hay River are now able to be conducted in one year. In previous years the process took two years to complete, was confusing for ratepayers, and created a revenue gap for the MTA communities. The Inuvik General Assessment will be conducted over the summer and early fall of 2012. The Hay River General Assessment is due in 2014.

A legislative proposal will be introduced in the fall of 2012 to propose amendments to the *Property Assessment and Taxation Act* to ensure the Government of the Northwest Territories can assess and tax lands, improvements and pipelines where permission to occupy and use the land is given through land use permits. The assessment of properties covered under land use permits is currently exempt under the *Act*.

MACA will undertake a project over the summer of 2012 to legally survey the built-up area of the Charter Community of Déline in readiness for the transfer of land ownership as proposed under the Déline Final Self-Government Agreement.

## *Measures Reporting*

### *Lands Planning and Program Development*

*Number of communities without a community plan, with dated community plans, and with current community plans*

- Five communities have current general plans and zoning by-laws.
- Nine communities have general plans and zoning by-laws but they need to be updated.
- One community current has a land use plan.
- Thirteen communities have land use plans that need to be updated.
- Five communities do not have any form of planning instrument in their communities.

Note: A general plan and a zoning by-law are planning instruments referenced in the *Planning Act*. Communities are not required to implement a general plan or zoning by-law, the requirement for which is discretionary. Some communities develop land use plans, which are a simpler tool to designate land use in communities, and not adopted under the *Planning Act*.

### *Percentage of properties in the lands database with current mapping*

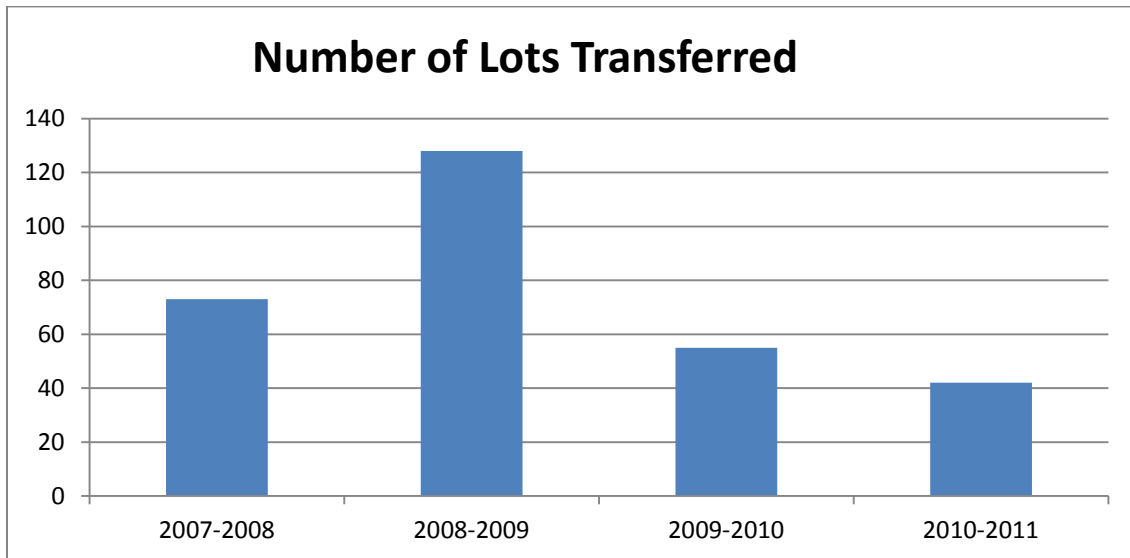
In 2007-2008 MACA started a program to update its aerial photography and mapping. In 2011, MACA completed the update with the aerial photography and mapping of Inuvik, Aklavik, Tsiigehtchic, Tulita, Fort Good Hope and Déline. Updated mapping is now available for all NWT communities. This information feeds directly into the ATLAS GIS. The cycle to update the imagery will start again in 2013-14 and will take approximately four years to complete.

*Number of lands administration applications received and processed; number of properties transferred to fee simple title.*

The number of Commissioner’s land applications received and processed during the period April 1, 2010, to March 31, 2011, is as follows:

South Slave Region	30
Dehcho Region	18
Sahtu Region	32
Inuvik Region	37
North Slave Region	8

The number of Commissioner’s land parcels transferred in fee simple title in 2011 was 42, 20 of which were sold to individuals; the remainder were transferred to community governments. The parcels sold to individuals generated \$634,000 in revenue to the GNWT. It is expected that transfers of land to community governments will increase substantially in 2012-13 given the interest expressed by several municipalities who are interested in acquiring Commissioner’s land. While the number of transfers will increase, the GNWT will not see a corresponding increase in revenue because the GNWT transfers land to municipalities for nominal consideration.



MACA implemented the performance security provisions of the 2010 amendment to the *Commissioner’s Land Act* which now requires performance security for all leases of Commissioner’s land for industrial and commercial use.

*Property Assessment*

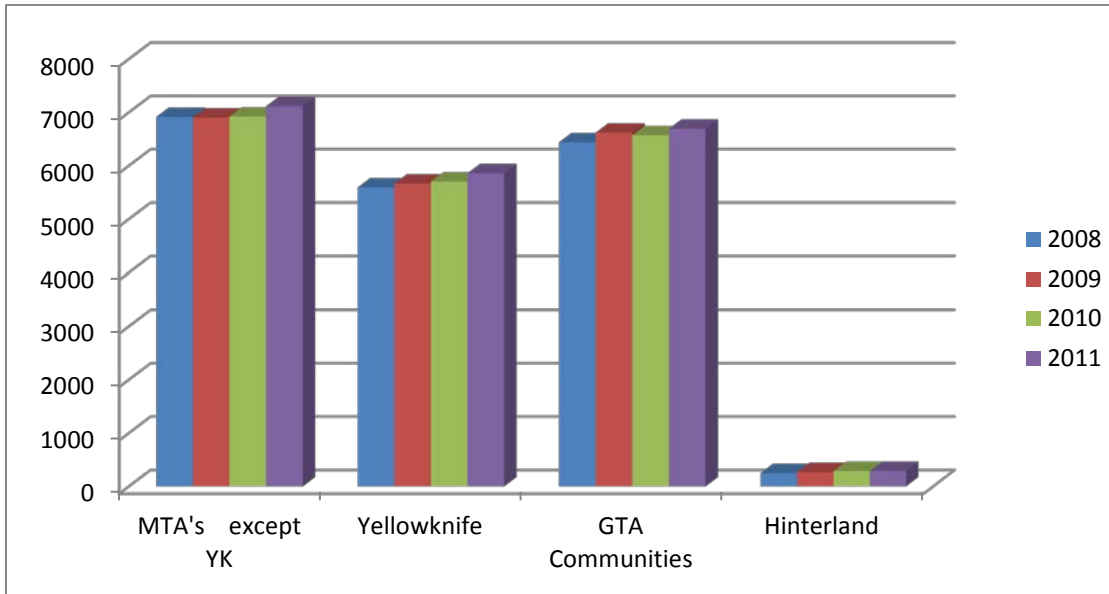
*Percentage change in additions to property assessment rolls; value of assessment*

The number of properties assessed for 2011 in the MTA communities, excepting Yellowknife, grew by about 300 parcels to 7,117 in total. Yellowknife’s assessment base grew modestly by about 100 properties, to 5,860. Properties in the GTA grew modestly as well by about 100 parcels to 6,694. The hinterland stayed relatively stable at 292 properties.

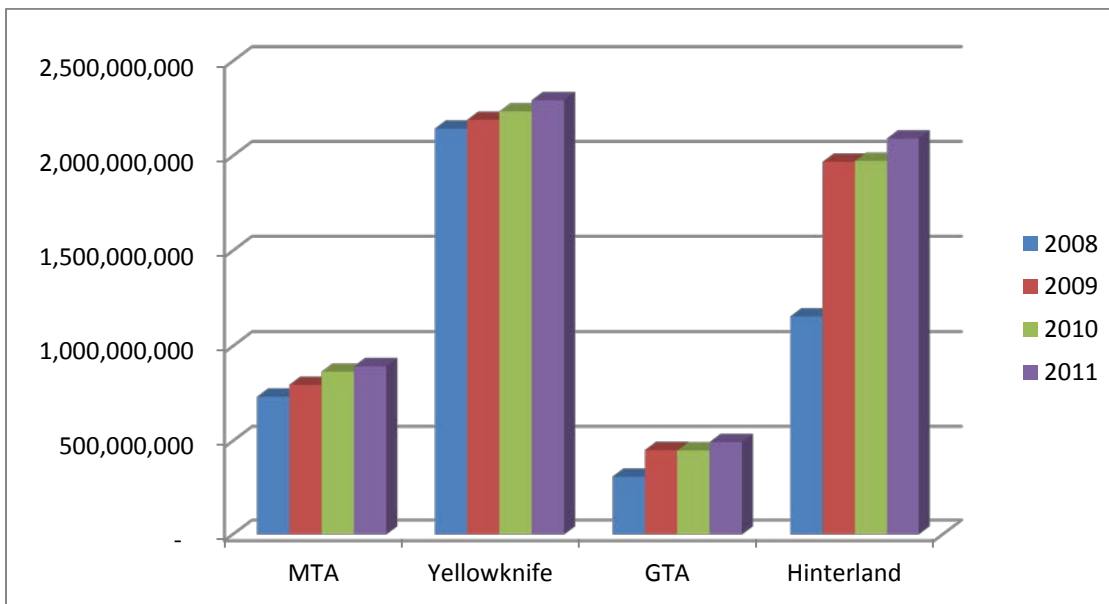
*Municipal and Community Affairs*

For 2011, the assessment base in the MTA communities, with the exception of Yellowknife, totaled \$894 million. The Yellowknife assessment base for 2011 was valued at \$2.294 billion. In the GTA the assessment base remained relatively stable at \$494 million, and the assessment base in the hinterland was valued at \$2.1 billion.

**Number of Assessed Parcels**



**Total Value of Assessed Parcels**



## **KEY ACTIVITY 6: SPORT, RECREATION AND YOUTH**

### **Description**

Through its Sport, Recreation and Youth division, MACA provides advice and assistance concerning recreation, sport, physical activity, youth and volunteer programs and represents the GNWT in its partnership with the NWT Sport and Recreation Council (SRC) and other stakeholders. MACA's mandate regarding volunteer organizations focuses primarily on organizational development and capacity building rather than core funding, which is a directive of the Department of Executive.

The division is also responsible for ensuring that the Western Canada Lottery Program is implemented according to the associated legislation. The Minister approves the allocation of the proceeds from the lottery to various sport and recreation programs as recommended by the SRC.

### **Major Program and Service Initiatives 2012 -13**

#### **Sport**

MACA supports NWT participation in four multisport games: including the Arctic Winter Games, North American Indigenous Games and the Canada and Western Canada Games. MACA is continuing to use the results of a multi-sport games report to enhance long term multi-sport planning in cooperation with delivery organizations and the NWT Sport and Recreation Council.

MACA will continue to monitor the NWT's involvement in multisport games with a view to aligning investments with strategic objectives related to healthy living, community and economic development and related goals in the cultural, educational, and justice areas.

In 2011-2012 the SRC and department contracted the Centre for Sport and the Law to complete an external review of all sport selection procedures for multi-sport games. The report will be completed in 2012-2013. The Centre's recommendation will be used to update selection and appeals process in future years.

#### **Recreation and Physical Activity**

The department will enhance its physical activity promotional efforts, particularly for target populations that are at risk, by working collaboratively with other GNWT departments and key stakeholder groups.

MACA will assist the SRC in the implementation of its sport and recreation system strategic plan and evaluation framework to guide the development and implementation of programs and services for residents.

The Regional Youth Sport Events (RYSE) program provides annual support to youth sport events in each region giving priority to activities that assist rural and remote communities to improve their sport and recreation service, develop athletes and coaches and address the low levels of physical activity in the NWT. The program is intended to compliment and support athlete and coach development in smaller communities and encourage both the development of stronger local programming and access by these residents to higher level events like the Arctic Winter Games or Canada Games.

## *Municipal and Community Affairs*

MACA, along with the departments of Health and Social Services, Education, Culture and Employment, and the Department of Justice are continuing the implementation of the Healthy Choices Framework, and gradual enhancement of activities, as a cost effective investment in improving the health of NWT residents, and to reduce long-term health and social service costs. MACA anticipates that this initiative will encourage community governments to implement goals and strategies to improve the well-being of their residents.

The department will continue implementation of the program followed by an evaluation in 2013-14 to determine its effectiveness.

The department will continue to support coordinated school-centered physical activity projects under the Healthy Choices Framework in 2012-13, and plans the expansion of a community champions program and continued implementation of targeted physical activity projects for high risk populations.

### *Youth*

In order to integrate and streamline all existing youth programs, MACA will launch a new Youth Development Strategy, to improve the current level of programming with which to support youth in the NWT. MACA will continue to review the NWT Youth Corps programs to ensure that youth programming remains relevant and appropriate.

The establishment of a permanent Youth Ambassador Program has resulted in an annual opportunity for a new group of participants to be exposed to quality leadership development opportunities. The program is based on the principle that a guided and structured volunteer experience at a major event can develop significant life and job skills and build the confidence necessary for youth to deal with many of the complex challenges in modern society.

The program will continue to engage youth from all NWT communities and include the involvement of traditional games. It will provide an opportunity to engage youth in community activities (e.g. schools) and to promote other GNWT initiatives, such as “Don’t be a Butthead.” The program includes the recruitment of alumni from previous Youth Ambassador Programs to take on leadership roles as program mentors.

The schedule of supported Youth Ambassador projects is determined in advance of each year depending on the events available and access to these by host organizations. An annual application process is used based on the department’s experience to date.

The department will continue to work collaboratively with GNWT departments and NWT youth-serving organizations to maintain a youth website to provide a single window access point for NWT youth to GNWT programs and services.

MACA delivers and supports a variety of programs targeted at youth through the NWT Youth Corps Program. These programs include: Take a Kid Trapping, Youth Ambassador Program, Northern Youth Abroad, youth forums, wilderness education programs, Taiga Adventures Camp program and others.

MACA supports core operations of community youth centres by providing a stable funding source so that community governments and community groups operating youth centres can recruit and train staff and operate a basic level of service for these facilities.

MACA continues to provide funding to support a range of innovative and positive programs that benefit youth.

The department continues to provide youth development support through the five existing regional youth officer positions. Regional youth officers are responsible for coordinating departmental youth initiatives with community and regional youth service groups, community government and Aboriginal organizations. The youth officers also take an active role in working with individual youth to provide information, advice and guidance on how they can access programs and services related to youth development.

*Volunteer*

MACA is implementing a volunteer development strategy to enhance support to the volunteer sector.

MACA will continue to implement the Volunteer Support Initiative, which will include detailed actions to improve training opportunities for volunteers, promote the social and health benefits of volunteering, engage youth as new volunteers, and support the development of resources to complement these activities.

*Measures Reporting*

*Physical Activity Indicators*

As reported in the 2009-10 Business Plan, the first ever physical activity rates for NWT children and youth were reported in 2008. An estimated six to eight out of every 10 NWT youth are not physically active enough to gain a health benefit. Using Canada's Physical Activity Guide for children and youth, this meant that 86 percent of NWT youth did not accumulate enough daily physical activity. In 2009, this improved by one percent, meaning that 15 percent of youth are now physically active enough to gain health benefits. For comparison, the 2009 Canadian rate was 12 per cent.

Physical activity rates for adults have been tracked in the North (Yukon and NWT) for 2000, 2003, 2005 and 2009. Fifty per cent of NWT adults are not physically active enough to achieve a health benefit.

Based on data collected by the Canadian Fitness and Lifestyle Research Institute, NWT youth (ages five to nineteen years) had an average daily step count of 12,000 between 2009 and 2011; the Canadian average for the same period, by comparison, was 11,600.

In 2009-10, MACA, in partnership with the SRC, introduced an after school physical activity program to 18 schools in 14 communities. In 2010-11 the program was expanded to support projects in almost all NWT schools. The emphasis on after school programming was based on research showing that interventions in this critical window of time are more effective because they provide programming in a typically unsupervised time period and reduce total screen time for children and youth.

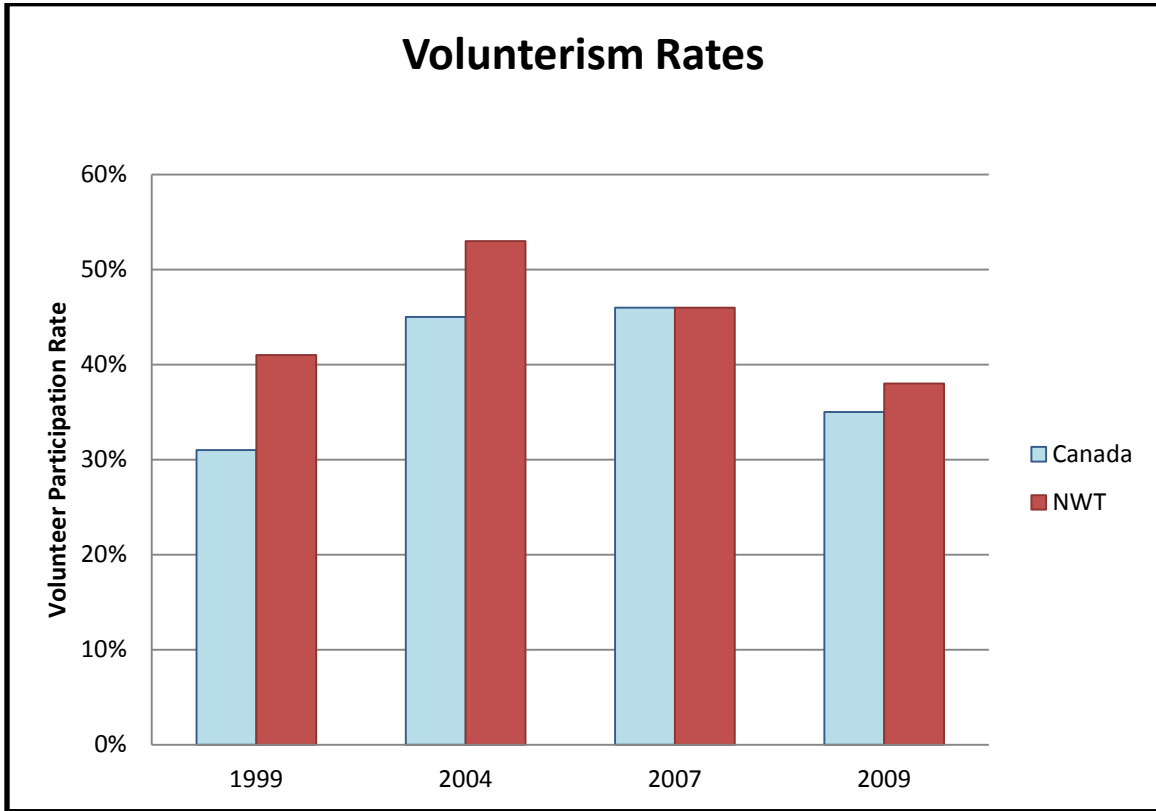
*Rates of volunteerism*

Recipients of volunteer contributions for the 2010-11 fiscal year include:

Sport North Federation	\$2,000.00
Inuvik Qayaq Club	\$ 588.53
Yellowknife Search and Rescue	\$3,990.00
Yellowknife Search and Rescue	\$3,990.00
Folk on the Rocks	\$3,699.73
Yellowknife Ski Club	\$1,125.00

*Municipal and Community Affairs*

Volunteer participation rates were measured in 1999, 2004 and 2009 in the NWT Community Survey. The following graph compares volunteer rates of NWT and Canadian population aged 15 years and older.



*Youth Programming*

The department is in the process of identifying measures to determine the effectiveness of youth programming. Performance measures will be identified in the Youth Development Strategy to be launched in 2012-13.

In 2011-12, MACA provided funding to 35 community centres offering programming to youth. Each of these centres received \$14,285 to support their programs.



## **KEY ACTIVITY 7: REGIONAL OPERATIONS**

### **Description**

Regional Operations are responsible for the coordination, delivery and implementation of the department's programs and services to community governments. Regional staff are the point of contact for community governments and provide advice and support to communities and other stakeholders on a range of issues. They advise community governments on governance, administration, capacity building, budgeting, financial reporting and other activities to support the use of sound management and financial practices. They support communities in the development of community capital infrastructure planning, project management and the operation and maintenance of community infrastructure and equipment. They support healthy active communities, recreation, youth activities and volunteerism. They assist community governments with land administration and planning activities and administer leases for Commissioner's land. They support the development of local fire departments and participate in fire training activities, local inspections and investigations.

### **Major Program and Service Initiatives 2012-13**

Regional staff are the front-line service delivery mechanism for all MACA's programs and services, and play an integral role in ensuring community governments receive support, information and advice in all areas of departmental activity. Regional offices are the first point of contact and play an important role in emergency response and preparedness at the community level.

### **Measures Reporting**

Since regional offices deliver all departmental programs and services, there are no separate measures for regional operations.

## ***c) Responding to the Priorities of the 17<sup>th</sup> Assembly***

The department is undertaking the following activities in support of the priorities identified in the 17<sup>th</sup> Assembly Caucus Priorities: Believing in People and Building on the Strengths of Northerners.

### **Priority 1 – Build a strong and sustainable future for our Territory**

#### **Description**

Build a strong and sustainable future for our Territory by strengthening our relationships with Aboriginal and other northern governments.

#### **Planned Activities for 2012-13**

The department continues to support community governments in capacity building and infrastructure development.

- The department continues to deliver training and support in governance, finance, and land management to community governments to help build capacity and foster close relationships with community governments through regular involvement and core funding to NWT and LGANT.
- The department continues to provide infrastructure support to community governments including water licenses, energy planning, and good building construction and management practices.
- MACA continues to sit on the Interdepartmental Water and Waste Management Committee to share in the accountability for safe drinking water.
- In 2012-13, the department will be implementing the Accountability Framework in order to provide a mechanism of engagement and support for community government core areas of responsibility.
- MACA will continue to implement core funding agreements with NWTAC and LGANT, two stakeholders who represent the political and administrative levels of community governments.
- The department will continue to work with stakeholders to identify legislative priorities and engages those stakeholders in the development of new and/or updated legislation and policies that support the increasing role and responsibilities of community governments.

#### **Description**

Working with our partners to ensure responsible stewardship through our land management regime.

#### **Planned Activities for 2012-13**

The department continues to work with stakeholders for continued progress in land management.

- MACA will respond to service demands at the regional level for continued progress in land management, including legal surveys to support formal ownership of community public infrastructure and the development of the Recreational Leasing Policy Framework.

**Priority 2 – Increase employment opportunities where they are most needed**

**Description**

Increase employment opportunities where they are most needed by decentralizing more GNWT positions.

**Planned Activities for 2012-13**

- Through the Public Service Capacity Initiative and other programs, MACA will continue to provide training to community governments to develop and retain qualified northern staff.
- MACA will continue to work with the Department of Human Resources, LGANT and the NWTAC to design and implement collaborative actions that will help recruit, develop and retain staff in the territorial and community government public services.
- The department will continue to administer the Recreation Leadership Program, designed to provide recreation leaders in northern and aboriginal communities with practical and relevant skills and knowledge to effectively deliver recreation services. The applied learning model offered by MACA allows students to attain a prescribed level of competency or occupational certification through attending a series of three to ten day course modules and fieldwork.

**Description**

Reducing dependency on government by encouraging people who are able to enter or remain in the workforce.

**Planned Activities for 2012-13**

- MACA will continue to support decentralized GNWT positions maintaining the approximately forty-five percent of MACA positions located in regional offices.

**Priority 3 – Strengthen and diversify our economy**

**Description**

Strengthen and diversify our economy by supporting the traditional economy.

**Planned Activities for 2012-13**

- In association with the departments of Industry, Tourism and Investment and Environment and Natural Resources, MACA will continue to contribute to the Take a Kid Trapping program, which aims to introduce northern youth to traditional economy practices of hunting, trapping, fishing and outdoor survival.
- MACA will continue to work with Industry, Tourism and Investment and Environment and Natural Resources to deliver and introduction and incentive toward the traditional economy for the younger generation of the Northwest Territories through the Take a Kid Trapping program.

**Priority 4 – Address Housing Needs**

**Description**

Address housing needs by selling our public housing stock where this makes sense.

**Planned Activities for 2012-13**

- MACA will continue working on an approach to transfer land to the NWT HC in fee-simple title in support of the priority to selling the GNWT's public housing stock where it is practicable to do so.
- MACA will continue working with the NWT HC to create a methodology for transferring the leases it currently issues to the NWT HC to fee-simple title for nominal consideration. Having fee-simple title to the land that the social portfolio is situated on will make potential sales much more streamlined, and will also relieve the NWT HC of having to pay annual lease fees.

**Priority 5 – Ensure a fair and sustainable health care system**

**Description**

Ensure a fair and sustainable health care system by investing in prevention, education and awareness.

**Planned Activities for 2012-13**

The department will continue to support this priority through prevention, as a significant portion of healthcare expenditures can be attributed to preventable risk factors such as physical inactivity, obesity, tobacco use, hypertension and high cholesterol.

- MACA will continue to support sport and recreation and youth programs geared at assisting youth to make healthy lifestyle choices.
- MACA will continue to deliver the Active After School program (through the interdepartmental Healthy Choices Framework), regional youth sport events, recreations and sport contributions, youth contributions, and high performance athlete grants.
- Other Healthy Choices Framework programs supported by MACA include traditional Dene and Inuit games, and on-the-land programming through the Youth Corps contributions.

## ***c) Infrastructure Investments***

### ***Planned Activities – 2012-2013***

2012-2013 will mark the sixth year that the GNWT has provided a stable funding base of \$28 million for capital formula funding to community governments.

MACA will continue implementation of the Building Canada Plan and Gas Tax Fund Agreement. Under these federal infrastructure funding programs, MACA enters into funding agreements with community governments. The programs have differing eligibility, program design and reporting requirements, and MACA will continue its work to assist communities to fully access available funding. Community governments are using their capital formula funding received from the GNWT to cost-share the available federal funding, and are focusing on building capital projects identified as priorities by community residents.

MACA will continue its work to negotiate federal capital funding for community governments so that communities can maximize the capital funding received from the GNWT. The department sits on the interdepartmental GNWT infrastructure committee, and is working with Yukon and Nunavut counterparts to develop a framework that will address the shared challenges of building and maintaining infrastructure in the north. MACA will also continue its work related to ensuring community governments have the necessary training and support to build their capacity to continue to construct new infrastructure and maximize the life of existing infrastructure.

## ***d) Legislative Initiatives***

### ***Planned Activities – 2012-13***

#### ***Fire Prevention Act***

MACA will begin a review to overhaul the *Act* to clarify the regulatory regime and offences, ensure that investigation mechanisms comply with the *Charter*, and update penalties. A working group comprised of representatives of MACA's partner organizations and technical experts will be formed over the summer to lead the review.

#### ***Property Assessment and Taxation Act***

A legislative proposal will be introduced in the fall of 2012 to propose amendments to the *Act* to ensure the Government of the Northwest Territories can assess and tax lands, improvements and pipelines where permission to occupy and use the land is given through land use permits. The assessment of properties covered under land use permits is currently exempt under the *Act*

#### ***Curfew Act***

MACA has initiated the consultations necessary to inform a review of the *Curfew Act*. Subject to the outcome of the review, a legislative proposal may be introduced in the fall of 2012.

#### ***Film Classification Act***

MACA is in the final stages of a review of the *Film Classification Act*. A legislative proposal will be introduced in the summer of 2012.

#### ***Pawnbrokers and Second Hand Dealers Act***

MACA will be consulting with its partners on the need to maintain the *Pawnbrokers and Second Hand Dealers Act*. A legislative proposal will be introduced in the fall of 2012.

#### ***Municipal Statutes Amendment Act***

The department will review minor amendments to the *Act* with the aim of bringing forward a legislative proposal during 2013-14.

#### ***Local Authorities Elections Act***

The department will review minor amendments to the *Act* with the aim of bringing forward a legislative proposal during 2013-14.

#### ***Civil Emergency Measures Act***

The department will begin review of the *Civil Emergency Measures Act* in 2012-13, with an aim to bring forward a legislative proposal in fall 2013.

## e) Human Resources

### Overall Human Resource Statistics

#### All Employees

	2011	%	2010	%	2009	%	2008	%
Total	110	100	113	100	114	100	135	100
Indigenous Employees	64	58	65	57.5	67	59	81	60
Aboriginal	35	32	36	31.8	39	34	44	33
Non-Aboriginal	29	26	29	25.7	28	25	37	27
Non-Indigenous Employees	46	42	48	42.5	47	41	54	40

Note: Information as of March 31 each year.

#### Senior Management Employees

	2011	%	2010	%	2009	%	2008	%
Total	15	100	13	100	13	100	16	100
Indigenous Employees	8	54	6	46.2	6	46	8	50
Aboriginal	4	27	3	23.1	4	31	4	25
Non-Aboriginal	4	27	3	23.1	2	15	4	25
Non-Indigenous Employees	7	46	7	53.8	7	54	8	50
Male	9	60	6	46	6	46	10	63
Female	6	40	7	54	7	54	6	37

Note: Information as of March 31 each year.

#### Non-Traditionnel Occupations

	2011	%	2010	%	2009	%	2008	%
Total	32	100	20	100	18	100	32	100
Female	6	9	5	25	4	22	5	16
Male	26	81	15	75	14	78	27	84

Note: Information as of March 31 each year.

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%
Total	0	0	0	0	0	0	0	0

Note: Information as of March 31 each year.

**Position Reconciliation**

This information differs from the employee information on the preceding page; human resource information reflects actual employees as of March 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Business Plan</b>
Total	116	0	116
Indeterminate full-time	116	0	116
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Other Positions

Summary:

N/A

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Business Plan</b>
Total	-	-	-
Indeterminate full-time	-	-	-
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
-	-	-	-	-



**Other Human Resource Information**

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011. The information is current as of December 31, 2011.

<b>Summer Students</b>					
Total Students	Indigenous (Aboriginal)	Employees + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
5	5		1	4	0

<b>Interns</b>					
Total Interns	Indigenous (Aboriginal)	Employees + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
3	3		0	3	0

<b>Transfer Assignments</b>					
Total Transfer Assignments	Indigenous (Aboriginal)	Employees + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
8	4		3	1	4

**Activities Associated with Staff Training & Development**

MACA's Employee Information Guidelines state that employees are entitled to one training event per year. These events are at the discretion of the employee and his/her supervisor, and range from one day seminars to education assistance agreements.

## ***f) Information Systems and Management***

### **Overview**

MACA maintains an effective, efficient and economical information systems environment that supports the department's efforts to carry out its mandated responsibilities. This includes ongoing identification of the department's information systems needs and development of plans to meet those needs, the ongoing maintenance of departmental systems and support for department staff, and the development and maintenance of information management systems designed to support effective decision-making and program delivery.

The following is a listing of MACA's existing information systems.

- *FDM System* – provides data storage and retrieval for information on all fires in the NWT.
- *CAMAlot* - generates assessment rolls for the purposes of property taxation.
- *Lands Database* – provides data storage, retrieval, and production of land tenure documents for the department's inventory of leased and vacant Commissioner's land.
- *Administration of Territorial Lands Act System (ATLAS) GIS*. This database assists in maintaining an inventory of Commissioner's and other types of land within the NWT.

### **Planned Activities - 2012-13**

The department does not have any new information systems projects planned for 2012-13.

**NWT HOUSING CORPORATION**



## **1. OVERVIEW**

### **MISSION**

The Northwest Territories Housing Corporation (NWTHC) provides access to adequate, suitable and affordable housing. Through the provision of housing programs and services, the NWTHC contributes to the health and education of NWT residents and to the development of sustainable, vibrant and safe communities.

### **GOALS**

1. Increase the supply of adequate, suitable and affordable housing in communities to address the housing needs of NWT residents.
2. Acquire and plan for sufficient land for the purpose of providing affordable housing.
3. Provide homeownership and rental programs and services that are effective and appropriate.
4. Enhance the long term sustainability and energy efficiency of housing in the NWT.
5. Promote personal responsibility and accountability for housing through community based training and support.

### **KEY ACTIVITIES**

- Executive Offices
- Finance and Infrastructure Services
- Programs and District Operations
- Local Housing Organizations

## 2. EMERGING ISSUES

### Overall Housing Conditions

There are approximately 14,500 households in the Northwest Territories. About 75.8% of these households are in six market communities (Yellowknife, Inuvik, Hay River, Fort Smith, Fort Simpson and Norman Wells) and the remaining 24.2% dwellings are spread across 27 smaller non-market communities. There are considerable differences in housing conditions and in other demographic, social and economic indicators between the market and non-market communities.

*Selected Indicators of Housing, by Market Type*

	Market Communities	Non-Market Communities
Households	11,002	3,519
Public Housing	8.8%	36.4%
Market Rental	37.6%	14.7%
Homeownership	53.6%	48.9%
Housing Problem	24.2%	54.8%
Adequacy (Quality)	8.6%	40.3%
Suitability (Crowding)	4.5%	17.3%
Affordability (Cost)	13.9%	14.2%
Population Change (Census 1996-2011)	5.9%	-1.0%
Average Household Income	\$123,420	\$68,524
Employment Rate (Pop. 15 & Over)	76%	42%

Most of the indicators presented are from the 2009 NWT Community Survey. Housing results from the 2011 Census are expected to be released later in 2012. The next NWT Community Survey is planned for 2014. It is expected that recent investments may have resulted in some change in the indicators since 2009.

### Building for the Future – A Strategic Framework for Housing

*Building for the Future* is the new strategic plan for housing that came out of the Shelter Policy Review that was completed during 2011-12. This document outlined eight strategic priorities related to housing and identified a number of actions related to each. The strategic priorities included:

1. Strengthening Public Housing
  - Implement new rent scales
  - Continue to modernize the public housing stock
2. Improving Homeownership Supports
  - Modify homeownership supports
  - Expand availability and target repair programs

3. Increasing Housing Options in Non-Market Communities
  - Expand other housing options in non-market and emerging market communities
4. Improving Housing Services
  - Improve overall awareness, skills, and opportunities for residents to support their own shelter needs
  - Ensure delivery of housing services are seamless and delivered effectively and efficiently
5. Strengthening the Approach to Homelessness and Transition Housing
  - Ensure there is coherence and balance in the GNWT approach to homelessness and support for transition housing
6. Addressing Housing Challenges for the Working Poor
  - Address affordability challenges for lower income households in market rentals
7. Developing Infrastructure Solutions Based on Individual and Community Needs
  - Ensure an effective approach to infrastructure that supports the overall policy objectives related to shelter
8. Addressing the Declining Federal Funding
  - Develop approaches that will provide for an adequate and stable level of funding for the delivery of the public housing program

While it will take a number of years to implement all aspects of the strategic plan, this business plan begins to operationalize the strategic priorities.

Some of the key strategic actions that are proposed to be advanced during 2012-13 include:

- Implement new public housing rent scales.
- Introduce a new rent supplement program to address housing challenges of the working poor living in market rentals.
- Implement SAFE a new emergency repair program for low income homeowners.
- Make changes to CARE to improve accessibility to NWT HC repair programs.
- Continue steps related to Betty House and addition of a Homelessness Coordinator for improved coordination of homelessness activities and working with communities outside of Yellowknife.
- Complete detailed planning related to expanding housing options in non-market communities with a focus on demand related to critical staff.
- Initiate a planning exercise, in cooperation with LHOs, to examine approaches to improve community level delivery of housing services.
- Continue to advance federal-provincial-territorial work on the sustainability of social housing and the challenge created by the declining federal funding as co-chair of the FPT Housing Committee.

### **Other Operational Pressures**

There are a number of other operational issues that continue to put pressure on the operations of the NWT Housing Corporation. These pressures will need to continue to be managed and addressed.

A significant pressure relates to continued increases for utility prices. For fuel oil, average

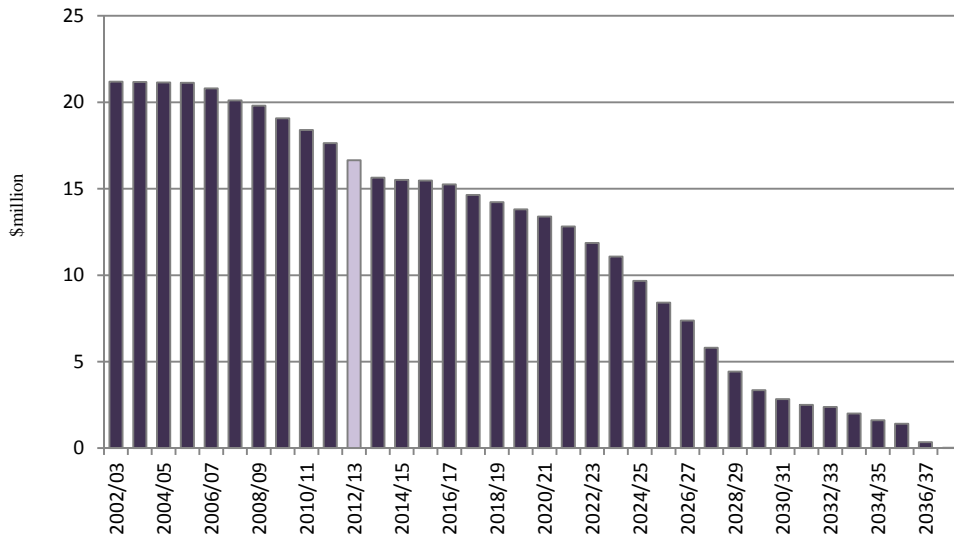
## NWT Housing Corporation

consumption declined somewhat over the past few years while prices have continued to increase. Utilities are a significant portion of the operating costs related to public housing and price increases in this area can significantly impact the NWT HC. The expected increase in electricity prices and volatility in oil prices are pressures for NWT HC operations.

In addition to these price pressures, the Inuvik and Norman Wells gas supply issues are also likely to place additional pressure on operating costs for the NWT HC. A switch to oil burning equipment in NWT HC assets is likely to require significant investment and residents in private dwellings may need support.

A second area of pressure is the continuing decline in federal funding through CMHC for the operating public housing. Overall, the decline will be from \$17.6 million in 2011-12 to zero by 2038-39. The funding declines by different amounts on an annual basis depending on when the stock was initially constructed by the federal government. Over the next four years the federal funding will decline by \$2.2 million.

### *Declining CMHC Funding for Operating Social Housing 2002-03 to 2037-38*



There are many elements of *Building for the Future* that are designed to alleviate the impact of the declining funding. The effect of these efforts may take some time and continuing to advance federal-provincial-territorial work on the sustainability of social housing and the challenge created by the declining federal funding as co-chair of the FPT Housing Forum holds the greatest promise in the near-term.



### 3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the department's operation expenses and revenues.
- b) **Key Activities** describes the department's major programs and services, including strategic activities, as well as results to date and measures.
- c) **Responding to Priorities** describes current major activities the department is undertaking in supporting the priorities identified by the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the department's planned infrastructure investments for 2012-13.
- e) **Legislative Initiatives** provides a summary of the department's legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2012-13.

#### a) Fiscal Position and Budget

##### DEPARTMENTAL SUMMARY

	Proposed Main Estimates 2012-13	Revised Estimates 2011-12	Main Estimates 2011-12	Actuals 2010-11
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OPERATIONS EXPENSES</b>				
Executive	1,194	1,276	1,276	1,474
Programs and District Operations	34,174	37,436	32,672	39,240
Finance and Infrastructure Services	20,595	21,490	21,472	21,898
Local Housing Organization	43,904	43,369	41,006	41,983
<b>TOTAL OPERATIONS EXPENSE</b>	<b>99,867</b>	<b>103,571</b>	<b>96,426</b>	<b>104,595</b>
CAPITAL INFRASTRUCTURE	13,342	31,233	16,420	28,482
<b>TOTAL OPERATIONS &amp; CAPITAL</b>	<b>113,209</b>	<b>134,804</b>	<b>112,846</b>	<b>133,077</b>
<b>REVENUES</b>	<b>113,209</b>	<b>134,523</b>	<b>112,846</b>	<b>138,925</b>
<b>SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>(281)</b>	<b>-</b>	<b>5,848</b>

## EXPENSE SUMMARY

	Main Estimates 2011-12	Proposed Adjustments			Proposed Budget 2012-13
		Forced Growth	Strategic Initiatives	Sunsets and Other Adjustments	
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
<b>Executive</b>					
President's Office	601	-	-	-	544
Strategic Planning, Policy and Communications	675	-	-	(50)	650
<b>Total Executive</b>	<b>1,276</b>	<b>-</b>	<b>-</b>	<b>(50)</b>	<b>1,194</b>
<b>Programs &amp; District Operations</b>					
Vice-President's Office	272	-	-	-	386
Program Development and Implementation	977	-	123	-	803
North Slave District	7,758	-	225	(250)	8,560
South Slave District	5,465	(5)	50	(250)	6,416
Nahendeh District	4,386	2	240	(250)	3,949
Beaufort Delta District	8,581	(4)	-	(250)	8,317
Sahtu District	5,233	(3)	85	(250)	5,743
<b>Total Programs &amp; District Operations</b>	<b>32,672</b>	<b>(10)</b>	<b>723</b>	<b>(1,250)</b>	<b>34,174</b>
<b>Finance &amp; Infrastructure Services</b>					
Vice-President's Office	295	-	-	-	291
Finance & Administration	18,550	80	1,050	263	16,559
Infrastructure Services	2,627	-	-	-	2,288
Financial Planning	-	-	-	-	353
Information Services	-	-	-	-	1,104
<b>Total Finance &amp; Infrastructure Services</b>	<b>21,472</b>	<b>80</b>	<b>1,050</b>	<b>263</b>	<b>20,595</b>
<b>Local Housing Organizations</b>					
North Slave	9,543	1,370	-	-	11,349
South Slave	6,689	(56)	-	-	6,633
Nahendeh	1,811	113	-	-	1,999
Beaufort Delta	17,785	982	-	-	18,767
Sahtu	5,178	(22)	-	-	5,156
<b>Total Local Housing Organizations</b>	<b>41,006</b>	<b>2,387</b>	<b>-</b>	<b>-</b>	<b>43,904</b>
<b>Total Operations Expense</b>	<b>96,426</b>	<b>2,457</b>	<b>1,773</b>	<b>(1,037)</b>	<b>99,867</b>
<b>Total Capital Infrastructure</b>	<b>16,420</b>	<b>-</b>	<b>100</b>	<b>(1,000)</b>	<b>13,342</b>
<b>TOTAL CORPORATION</b>	<b>112,846</b>	<b>2,457</b>	<b>1,873</b>	<b>(2,037)</b>	<b>113,209</b>

**REVENUE SUMMARY**

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
<b>CANADA MORTGAGE &amp; HOUSING CORPORATION (CMHC)</b>				
Infrastructure Stimulus Funding	-	-	-	27,670
CMHC AHI & Renovation Programs	1,840	1,840	1,840	490
CMHC Recoveries Capital	1,494	1,680	1,680	1,756
CMHC Recoveries Unilateral Programs	3,918	3,918	3,918	3,918
CMHC Recoveries O&M Programs	11,050	12,040	12,040	12,719
CMHC Recoveries Debt Repayment	6,448	7,624	7,624	8,802
<b>TOTAL</b>	<b>24,750</b>	<b>27,102</b>	<b>27,102</b>	<b>55,355</b>
<b>OTHER RECOVERIES</b>				
Sale of Housing Packages & Other Recoveries	2,200	2,200	2,200	1,799
Public Housing Tenant Revenue	4,236	5,225	5,225	5,359
Other Revenue	1,075	1,115	1,115	1,463
Lease Revenue	2,884	2,821	2,821	3,024
Non-cash Item Amortization	12,606	12,557	12,958	12,138
Deferred Capital	-	20,256	250	-
<b>TOTAL</b>	<b>23,001</b>	<b>44,174</b>	<b>24,569</b>	<b>23,783</b>
<b>GNWT CONTRIBUTION</b>	<b>65,458</b>	<b>63,247</b>	<b>61,175</b>	<b>59,787</b>
<b>TOTAL REVENUES</b>	<b>113,209</b>	<b>134,523</b>	<b>112,846</b>	<b>138,925</b>

## ***b) Key Activities***

### **KEY ACTIVITY 1: EXECUTIVE OFFICES**

#### **Description**

The Executive Offices provides overall leadership and management of the NWTHC, support the Minister Responsible for the NWT Housing Corporation, and coordination of the implementation of direction of the government related to housing. The Executive Offices also are responsible for strategic planning, policy development, communications, inter-departmental coordination and inter-governmental activities related to housing.

**The Strategic Planning, Policy and Communications Division** provides support with regard to long-term strategic direction and planning for the NWTHC. This Division is also responsible for strategic and business planning, policy development, qualitative and quantitative research, and corporate communications. This section represents the NWTHC on a Federal/Provincial/Territorial (F/P/T) level, on interdepartmental working groups, and on other committees.

#### **Major Program and Service Initiatives 2012-13**

During 2012-13, the Executive Offices will continue to provide overall leadership and management of the NWTHC and undertake the required policy, communication and strategic planning activities in support of the operations of the NWTHC.

Key initiatives during 2012-13 will include activities in support of a number of the strategic priorities identified in *Building for the Future*. The Minister Responsible for the NWT Housing Corporation is also the Minister Responsible for Homelessness. To support this role a Homelessness Coordinator is being established to provide a focal point within the GNWT on homelessness initiatives. There are currently two programs in support of homelessness. The Homelessness Assistance Fund provides assistance to individuals to help resolve their homelessness situation or travel assistance to return to their home community. The Small Community Homelessness Fund supports projects in smaller NWT communities including food banks and emergency shelters.

The Homelessness Coordinator will administer these funds and represent the GNWT in activities to coordinate homelessness activities with community groups and other levels of government. A review of the current programs and working with smaller NWT communities on homelessness activities will be key activities during 2012-13. The NWTHC will continue to advance its involvement in Betty House, which is a transitional housing project for women and children in Yellowknife, building on the commitments outlined in the MOU signed in February 2012.

Another key area for the Executive Offices will be the continued involvement in the federal-provincial-territorial housing forum. The Minister Responsible for the NWTHC has assumed the Co-Chair role with the federal Minister and there are a number of support committees. This role will be critical to advancing the work on the sustainability of social housing and the challenge created by the declining federal funding. Funding is provided by other provinces and territories to support coordination of the FPT activities.

Significant efforts will be made to improve communications with clients and residents about the programs and services of the NWTHC. This work will build on the re-designed website for the NWTHC that was launched in early 2012. The new website improves accountability and transparency of the NWTHC by making more information available on the NWTHC and its programs and services.

Considerable additional work will be required to continue to implement and advance the strategic priorities and actions described in *Building for the Future*. A Strategic Planning Analyst is being added to support this work. Evaluation frameworks are to be developed for the strategic activities being implement in 2012-13 and considerable policy and program work is needed for other planned changes like the proposed changes to homeownership programs, the work with other departments and completing a needs assessment related to increasing housing options in non-market communities with a focus on housing for critical staff, and developing approaches to pilot a program that would allow clients to work off a portion of their arrears.

## **KEY ACTIVITY 2: FINANCE AND INFRASTRUCTURE SERVICES**

### **Description**

The Finance and Infrastructure Services Branch is comprised of the Finance and Administration Division; Infrastructures Services Division, Financial Planning Section and Information Services Section. Through these units, the branch manages and administers the NWTHC's financial services, capital planning, land acquisition and planning, information services, asset management and infrastructure delivery.

**Finance and Administration Division** is responsible for the overall financial affairs of the NWTHC. This includes the provision of accounting services, reporting and monitoring, treasury services, mortgage administration, and providing advice to senior management and stakeholders.

The Finance & Administration Division also manages the NWTHC's own source revenues and funding from CMHC under the Social Housing Agreement. The Division is responsible for the Corporate Loan Guarantee Program, which supports the construction of new residential housing in the NWT by independent developers. The Division also provides ongoing subsidy assistance and operational support to various non-profit housing organizations outside of the public housing program.

**The Financial Planning Section** is responsible for the coordination of the development of plans for capital infrastructure and minor capital projects, corporate budget development, project and budget change management and variance analysis.

**The Information Services Section** utilizes the latest in information management tools and methodologies to support the business processes of the Corporation and its community partners. The section develops NWTHC-specific information tools as well as system training, which are critical to the delivery of housing programming.

**The Infrastructure Services Division** is responsible for the overall development, design and procurement, planning and delivery of capital infrastructure projects in support of the NWTHC's rental and homeownership programs. This Division is also responsible for the planning, procurement, and administration of suitable land for the delivery of housing programs and services, and the security of NWTHC assets and mortgage interests. Infrastructure Services is also responsible for the maintenance management of the NWTHC's public housing portfolio in order to ensure its long term sustainability. The Division provides technical assistance in the development of new housing programs and supports the District Offices in their delivery of the Contributing Assistance for Repairs and Enhancements (CARE) program where it works with private homeowners to determine their repair needs and develop scopes of work. Finally, Infrastructure Services is the NWTHC's lead on issues related to energy efficiency and new housing technologies.

### **Major Program and Service Initiatives 2012-13**

An organizational change for the Branch is proposed as part of the 2012-13 Business Plan with the new structure including the divisions described above. This new structure reflects an increased emphasis on budget planning, analysis and monitoring and the increased dependence on information systems to effectively manage, administer, and monitor housing programs.

Information on the investment activity of the NWTHC is required in the Corporate Business Plan to comply with Subsection 91(2) of the *Financial Administration Act*. The NWTHC is restricted to those types of investments specified in Subsection 81(1) of the *Financial Administration Act*, which states:

A public agency may invest money belonging to the public agency:

- a. In certificates of deposit, deposit receipts, notes or other evidences of indebtedness given by a bank in consideration of deposits made with the bank; and
- b. In securities where repayment principal and interest is unconditionally guaranteed by a bank;

Investments are determined through cash management procedures ensuring surplus funds are invested in those forms of security which pay the highest level of interest while maintaining an adequate level of cash on hand to meet daily requirements. Surplus funds for 2010-11 were invested in short and long-term investments. Short term investments had a market yield of 1.05% to 1.26%. Longer term investments had a weighted average yield of 2.94%.

With the completion of the projects related to the Canada Economic Action Plan (CEAP), the NWTHC is returning to historical levels of infrastructure investment. As a result, there are two positions within the Finance and Infrastructure Branch that will be sunsetting.

In terms of information systems of the NWTHC, two major initiatives are planned. The new Territorial Housing System will become operational on April 1, 2012. This new system is a major step forward in the overall management of the housing programs. The design and the development of the new system was completed with internal resources and the Information Services Division has also been heavily involved in training LHO and district staff on the new system. This new system will allow for real-time monitoring of rent assessment and collection rates; application, wait time and eviction processes; arrears and re-payment plans. Dashboard information of these and similar indicators will be available for managers which will greatly enhance the NWTHC's ability to manage our programs and improve efficiency in the LHOs as resources won't be required to meet reporting and monitoring requests from the district offices and headquarters.

The introduction of the new system will take some time to ensure all staff are fully up to speed and to add some level of historical data. Ensuring the roll-out continues smoothly and making any adjustments that are needed will be a priority early in the fiscal year.

The next major information system planned is the replacement of the Maintenance Management Operating System (MMOS) which is part of the Maintenance Management Program of the NWTHC to track the maintenance activities for its assets. The NWTHC's community partners who deliver the Public Housing Program use MMOS. Through the use of MMOS, the NWTHC monitors demand and preventative maintenance activities, maintenance scheduling, stock inventories, budget performance, and other asset maintenance activities.

This system is currently a stand-alone piece of software that is housed in individual LHOs. Data compilation on all assets is a challenge and monitoring the use of the maintenance activity at a system level is a challenge. The new system will build on the success of the HCIMS and be delivered off central servers with real-time access to LHOs and to NWTHC staff.

Another initiative that will be undertaken during 2012-13 is a project to develop approaches to bulk procurement among LHOs. It is expected that by pooling the purchasing power across LHOs and the NWTHC that some savings can be achieved. In addition, options will be developed on approaches to better position inventory within communities to support service delivery. Currently should an emergency repair be initiated where a fuel tank is required, it often needs to be flown in for many

## *NWT Housing Corporation*

off-road communities.

Community governments are critical partners of the NWTHC with responsibility for land development. Without developed lots it isn't possible for additional housing infrastructure to be developed. However given the role of the NWTHC in housing development in many non-market communities, it is also a challenge for communities to invest in additional lot development without a sense of future demand. During 2012-13 additional attention will be paid to working with communities to share information on future capital plans and expected longer-term housing need. This will allow the communities to share plans with the NWTHC on land development activities.

Energy efficiency within homeownership units and the public housing units is an on-going priority of the NWTHC. During 2011-12 the Northern Sustainable Housing Project was completed in Inuvik as a partnership between the NWTHC and CMHC. This duplex incorporated a number of energy efficient technologies into the design including solar photo voltaic panels; solar hot water supply; double wall construction; SIP panel floor system; high efficiency heating appliances; and heat recovery ventilation systems. The project was cost shared with CMHC and was approximately 20% higher than typical construction costs. The NWTHC is undertaking detailed monitoring of this project over the next year to measure the performance of the energy efficient features. Another project is in the design phase that incorporates similar energy efficiency approaches. Detailed costing and the results of the Inuvik project will need to be considered before a final decision on this project.

One of the unique features of the Northern Sustainable Housing Project was the involvement of local stakeholders in the design process. In 2012-13, the NWTHC would like to build on this initiative and undertake a project to review NWTHC designs with significant local input. Further parameters around the project will need to be developed, but ensuring culturally relevant house designs with careful attention to construction and operating costs and energy efficiency will be key elements of the project.

Finally, the NWTHC has undertaken successful projects in the past to use capital projects as education and training opportunities. Expanding this activity and ensuring that this is a consistent part of the capital delivery program is identified as a strategic action in *Building for the Future*. During 2012-13 projects will be identified to build on past success in this area. These initiatives require significant involvement of the community and other organizations.

## *Measures Reporting*

### Measure 1 – Financial Health of the NWT Housing Corporation

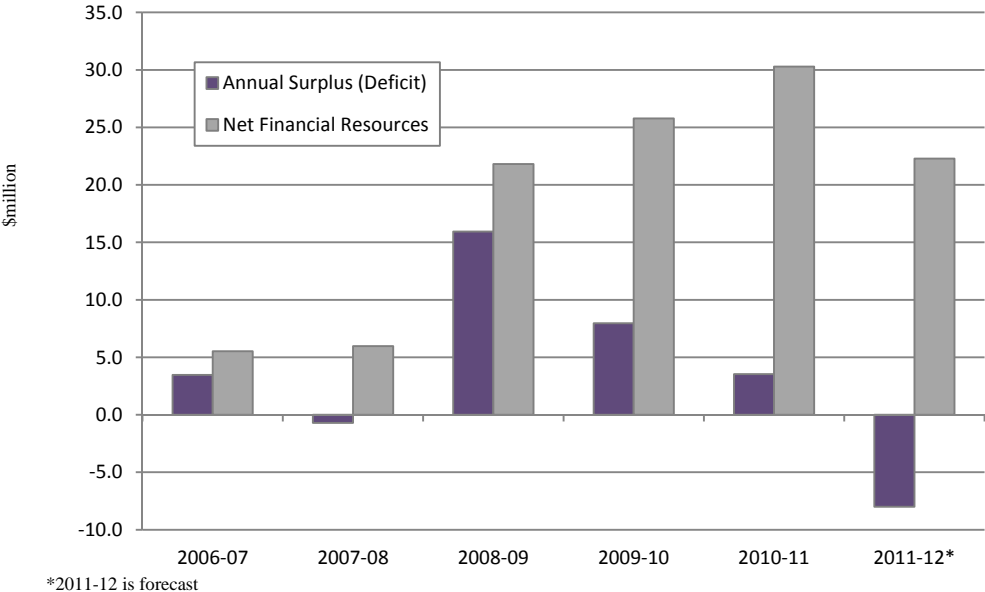
As a crown corporation, the NWTHC operates under Section IX of the *Financial Administration Act*. The consolidated financial statements of the NWTHC are audited by the Office of the Auditor General of Canada (OAG). Significant effort is required by NWTHC staff to meet the needs of the OAG during the annual audit process.

Overall the NWTHC is in a strong financial position. Annual surpluses in recent years and careful cash management have led to accumulated financial resources totaling approximately \$22 million at the end of 2011-12. A significant portion of these accumulated resources are related to carry over and deferred capital projects. As these projects are completed and this financial reserve is drawn down over the next few years it is expected that the NWTHC will run an annual deficit.



While 2011-12 is just being completed, initial estimates indicate a deficit for the NWTHC of approximately \$8 million as previously planned projects are being completed.

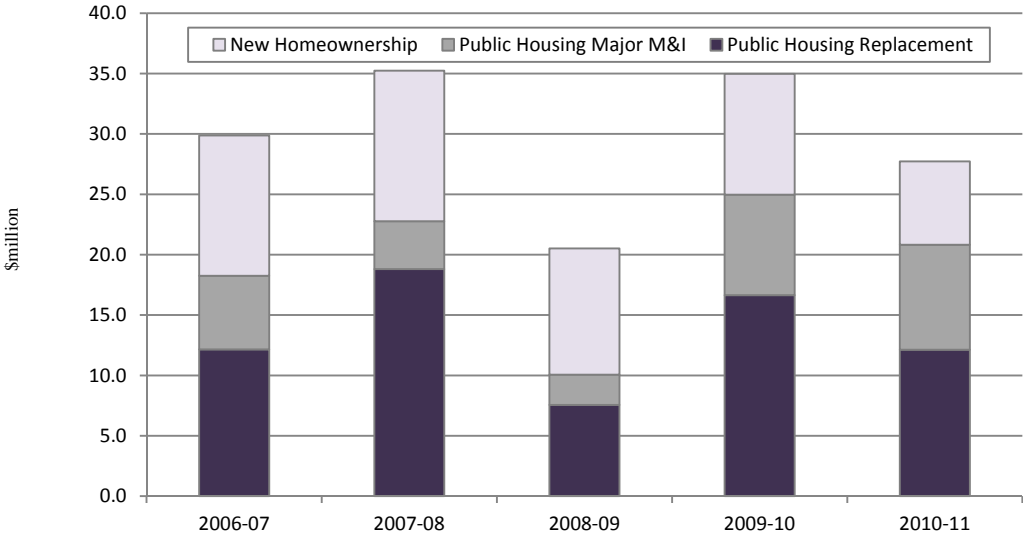
**NWTHC Financial Position  
2006-07 to 2011-12**



**Measure 2 – Delivery of Major Infrastructure**

Contributions by the GNWT and the federal government through the Northern Housing Trust and the Canada Economic Action Plan have placed considerable pressure on the NWTHC to deliver major infrastructure projects.

**Major Infrastructure Spending  
2006-07 to 2010-11**



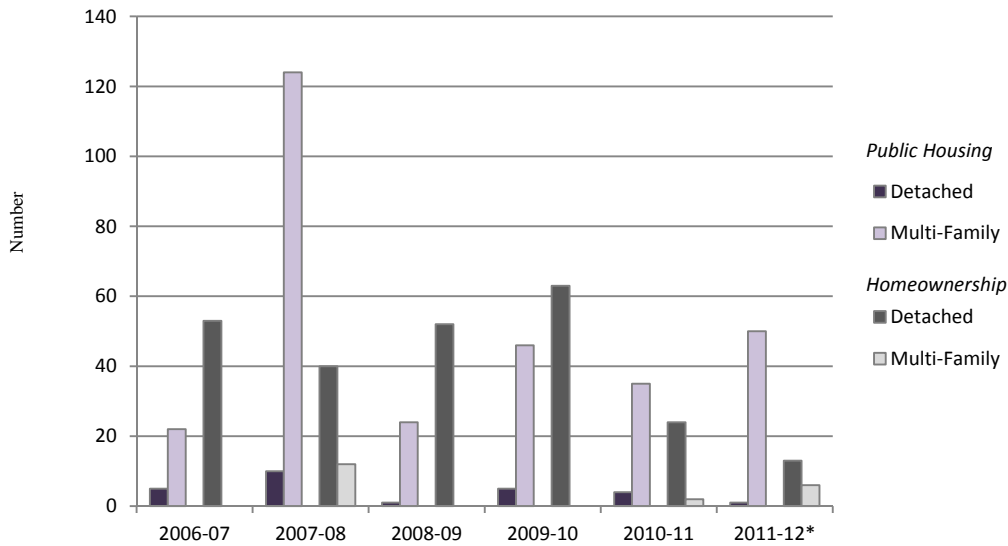
*NWT Housing Corporation*

Between 2006-07 and 2010-11 a total of \$148.3 million was invested in major infrastructure spending. In 2011-12, the expected spending including carryover and deferred projects will be approximately \$31.2 million. The 2012-13 initial capital plan is for \$13.2 million and carry-over and deferred projects will be added to that.

Measure 3 – New Housing Projects by Dwelling Type

A priority of the 17<sup>th</sup> Legislative Assembly related to improving housing conditions is to develop more multi-family units.

*New Housing Construction, by Type  
2006-07 to 2011-12*



This direction is consistent with the approach that has been utilized over the past several years by the NWT HC. For public housing, multi-family units have comprised 92% of the units constructed between 2006-07 and 2011-12. For homeownership, single detached units continue to be the preference.

## KEY ACTIVITY 3: PROGRAMS AND DISTRICT OPERATIONS

### Description

Programs and District Operations provide corporate support to the NWTHC's five District Offices in the delivery of programs and services to the residents of the NWT. This includes the development, implementation, training, monitoring, and delivery of programs and initiatives that optimize the NWTHC's responsiveness to housing needs in the NWT, and to ensure a continuity of approach to program delivery and implementation.

**The Programs Division** works closely with district and community housing providers, Local Housing Organizations (LHOs), to ensure compliance with existing policies and procedures, as well as developing and updating operational policies while ensuring that District Offices and LHOs have the support and capacity required to effectively deliver the NWTHC's programs and services.

**NWTHC District Offices** support communities in program and service delivery. District Offices are responsible for the administration of district capital activities and program delivery. District Offices also play a pivotal role in lands acquisition and development, maintenance, and training, and work closely with external stakeholders at the community level. District Offices work with LHOs and NWT residents to identify options and programming to assist individuals in decision making regarding their housing needs. An important component of the relationship between districts and clients are the services related to mortgage advice and counseling, as well as services provided to clients under the Homeownership Entry Level Program (HELP) designed to prepare them for future homeownership.

### Major Program and Service Initiatives 2012-13

The Programs and District Operations Branch has played a critical role in delivering housing programs and services over the past several years. Between 2006-07 and 2010-11, some \$204 million in programs were delivered. This included the construction of 522 units overall, including \$51.5 million of 253 homeownership units and \$67.3 million on 269 public housing replacements. This also included \$29.6 million in major retrofits to public housing unit, \$25.6 million spent on homeownership repair programs, and \$30.1 million spent on minor repairs to rental units.

This significant amount of delivery over this period was largely due to the investments made through the Northern Housing Trust, (delivered through the NWT's Affordable Housing Initiative) and Canada's Economic Action Plan and the matching investment from the GNWT. For 2012-13, capital program delivery will return to historical levels as described in Section 3 d) which outlines the planned infrastructure investments. The District Offices play a critical role in the delivery of the capital program.

For 2012-13 there are a number of major program and service initiatives planned. A Housing Appeals Committee has been established and committee training has been undertaken. Communications around the appeals committee will be undertaken over the next few months and the Committee is expected to begin operations in early 2012-13.

A new program is being established that is a significant action related to the strategic priority of addressing the needs of the working poor that was identified in *Building for the Future*. This Rent Supplement program will provide financial support to reduce the affordability problems and core

## *NWT Housing Corporation*

need among residents in market rentals. The supplement will be paid to qualified landlords and be allocated to clients with the greatest need that are residing in market rental units.

A new emergency repair program, Secure Assistance For Emergencies (SAFE) is being established. The new SAFE program will provide supports to low and modest income homeowners to address emergency repair situations like freeze-ups, heating system failures, and major electrical problems. Unlike other NWT HC repair programs, this program will be available at any time during the year. A stream-lined application process is proposed and eligibility criteria will be broader than for other programs. In addition, changes will also be made to the CARE program during 2012-13 that will expand accessibility to the preventative maintenance activities related to CARE. The new SAFE program and the changes to CARE will advance the strategic priority of improving homeownership programs identified in *Building for the Future*.

Additional support for District Offices is also provided for in the 2012-13 Business Plan. Increased capacity will be added to the North Slave District Office and additional resources for travel will be added to support district staff's work in communities. Resources will also be added to Programs and District Operations to provide for additional training and support to LHOs. This additional support will build on the work to update and increase availability of five LHO Manuals that will be released in early 2012-13. These manuals include procedures related to: governance, human resources, finance, tenant relations, and maintenance. The manuals will be available on-line for LHOs which will provide for easy search capabilities and allow for easy updates as required. A plain language overview of the LHO Manuals will also be prepared that will be of great value to LHO Board Members and the general public. These manuals have not been updated since 1996 and modernizing these manuals has long been identified by LHOs as important to improving support and consistency between LHOs. The manuals will also help the District Offices who most frequently provide support to LHOs in their respective areas.

Work will begin in 2012-13 to broadly examine the delivery of housing services at a community level. A component of that work will be to examine the approach to the responsibilities and accountabilities of the LHOs and to review the approach to funding LHOs. It is expected that the LHOs will play a critical role in this review.

### *Measures Reporting*

#### Measure 1 – Delivery of Homeownership Programs

In 2007-08, *Housing Choices* was introduced. This suite of programs included a number of supports for homeowners. CARE, is the primary repair program with two components, major repairs and preventative maintenance.

##### *Number of Clients, by Program 2007-08 to 2011-12*

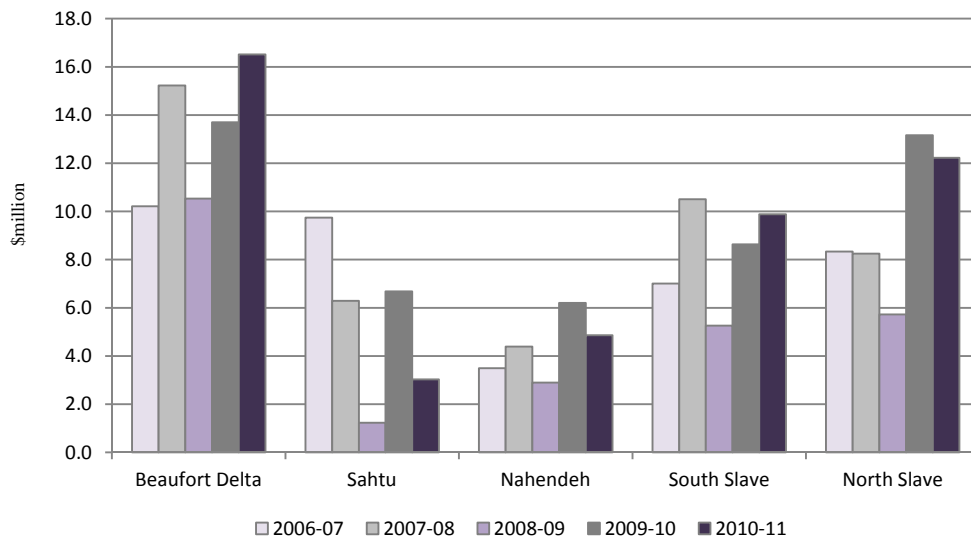
	2007/08	2008/09	2009/10	2010/11	2011/12
CARE - MAJOR	61	70	262	103	103
CARE - PM	157	163	205	106	85
CMHC Repair	53	69	110	86	121
HELP	25	49	22	30	44
PATH	9	2	10	11	15

HELP provides support to residents hoping to transition from the rental market to homeownership and PATH is the primary support program for homeownership. There are a number of CMHC programs that are also delivered.

Measure 2 – Management of Capital Projects

In addition to delivery of the programs identified above, the Programs and District Operations Branch works closely with other areas of the NWTHC to deliver projects. These projects often include working with clients, contracting and inspections. These projects include construction on new homeownership units, units for the HELP program, public housing replacements, major retrofits to public housing units, and major homeownership repair projects delivered under the CARE program.

*Overall Value of Program Delivery, by District  
2006-07 to 2010-11*



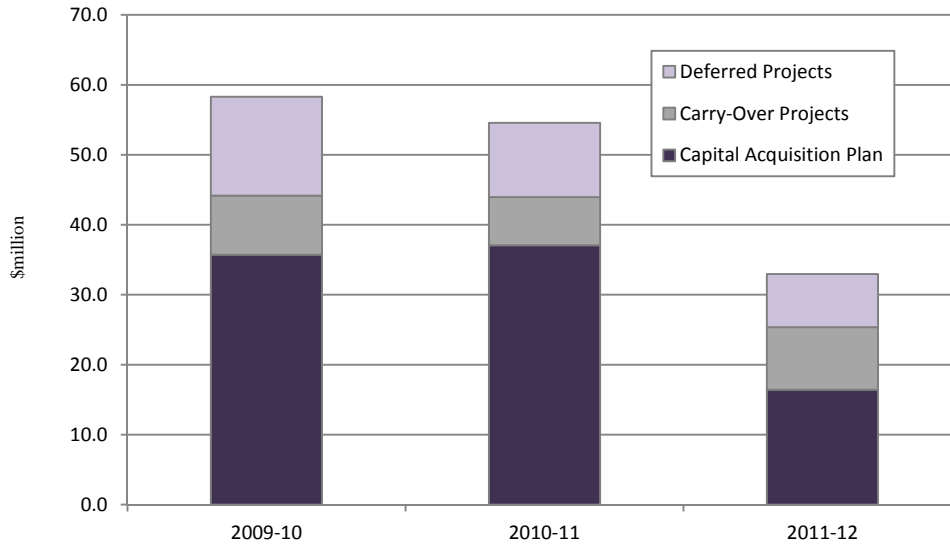
The mix of projects by district is driven by the overall capital acquisition plan and program uptake. The delivery of these projects is a major driver of the workload in district offices. As an example there were 393 contracts administered in 2010-11.

In terms of the components of the capital acquisition plan, each year the plan is developed based on community input, information from previous needs surveys, and information on community assets. However, the overall capital delivery in each fiscal year is comprised of the year’s capital acquisition plan, carry-overs from previous years, and projects that were deferred from previous years.

Carry-overs are projects that are started in one year, but are not completed until the subsequent year. Deferred projects are projects that were planned but have yet to be started. This could be caused by factors such as changing circumstances related to the project, delays in land acquisition, or project planning delays.

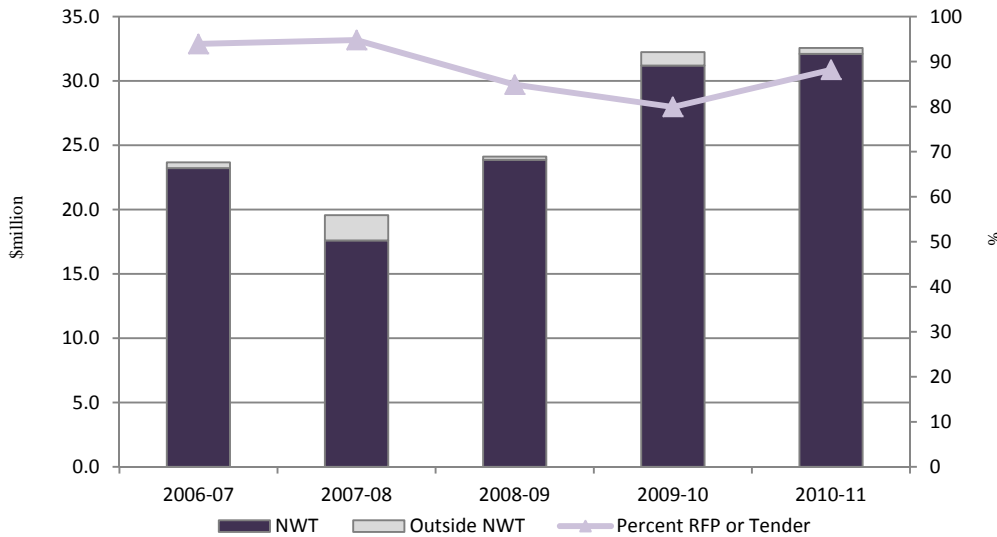
*NWT Housing Corporation*

*Total Capital Acquisition Plan, by Source  
2009-10 to 2011-12*



The NWT HC recognizes the importance of its program delivery to the local business community. Over the past five fiscal years, some 97% of contracts were awarded to NWT businesses. Some 88% of the contract values were awarded through competitive processes like requests for proposals or tenders. The remaining were negotiated contracts or sole source contracts.

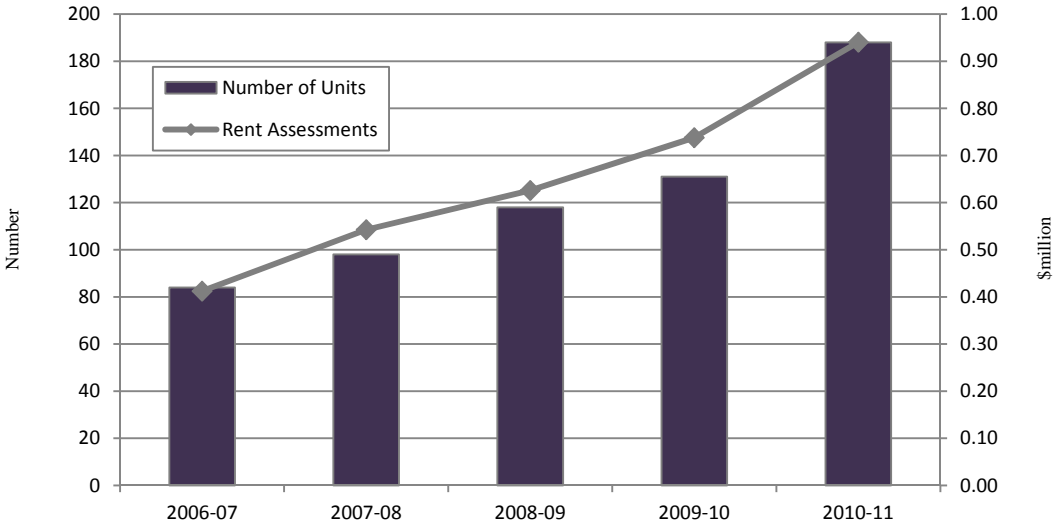
*NWTHC Contracting, by Location of Firm and Contracting Process  
2006-07 to 2010-11*



**Measure 3 – HELP and Market Housing Management**

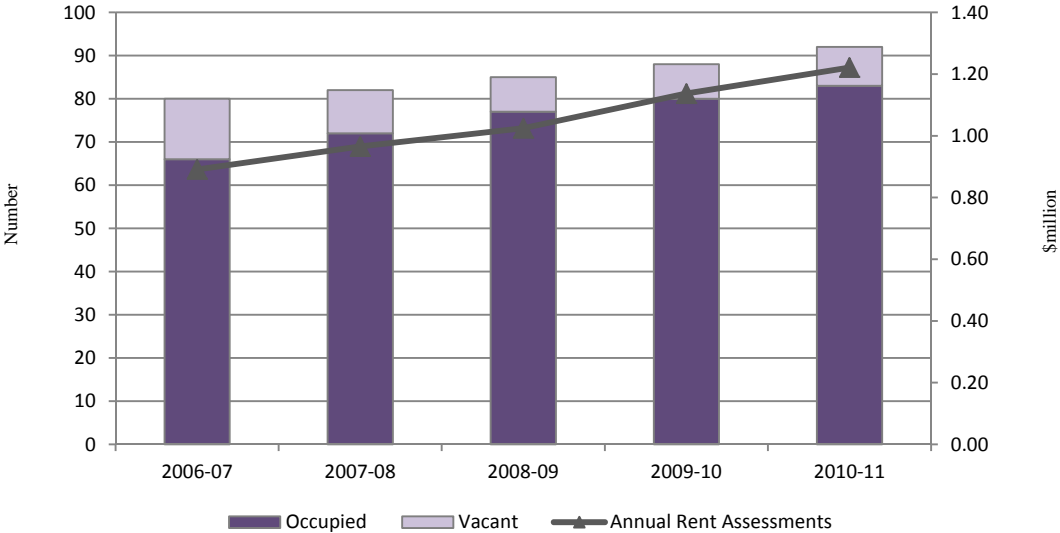
Overall, the number of HELP units has been on the increase over the past several years with a total of 188 HELP units and about \$940,000 rent assessed during 2010-11.

*HELP and Related Rental Clients and Rent Assessments  
2006-07 to 2010-11*



The NWT HC operates a number of market rental units in communities through the Northwest Territories. Rent assessments on these units totaled \$1.22 million in 2010-11 and occupancy was about 90%.

*Market Housing Units and Rent Assessments  
2006-07 to 2010-11*



## **KEY ACTIVITY 4: LOCAL HOUSING ORGANIZATIONS**

### *Description*

**Local Housing Organizations (LHO)** - LHOs, operating as agents of the NWT HC, are responsible for the administration of social housing rental units in the majority of the communities across the NWT. This includes public housing units under the Social Housing Agreement between NWT HC and Canada Mortgage and Housing Corporation (CMHC). The Public Housing Program is a rental program designed for individuals and families who do not have the financial resources to access shelter on their own. The NWT HC, in partnership with 23 LHOs, administers approximately 2,400 social housing units in 26 communities across the NWT. LHOs provide, under agreement with the NWT HC, property management services including the allocation of units, the assessment of rent, the collection of rents, and the provision of preventative and demand maintenance services. Each local housing organization has an advisory board which oversees LHO operations. The NWT HC's district offices are responsible for these operations in communities without an LHO.

### *Major Program and Service Initiatives 2012-13*

As noted in the Programs and District Operations Branch, there are a number of additional activities that are being undertaken to strengthen the support provided to LHOs. The finalization of the modernized manuals and increased resources for training and support are expected to strengthen operations of the LHOs.

As was noted in the Finance and Infrastructure Services Branch the introduction of the new Territorial Housing System will significantly enhance the ability to monitor and report on public housing. The new system will be operational on April 1, 2012 and all LHOs, the district offices and headquarters staff have received training. The new system will allow for real-time monitoring of rent assessment and collection rates; application, wait time and eviction processes; arrears and re-payment plans. The system will also allow for changes in key indicators over time.

During 2011-12, a total of 27 units were added to the public housing stock. These included units in Gameti, Wekweeti, Whati, Jean Marie River, Trout Lake and Nahanni Butte. An investment of \$500,000 has been added to the budget for Local Housing Organizations related to the operations for these units. LHOs have not been established in these communities and the units are being managed through administrative arrangements.

A key initiative for 2012-13 related to the public housing program is the introduction of new rent scales. The changes to the rent scales were developed as part of the rent scale review undertaken as part of the broader Shelter Policy Review. The new rent scales reflect the input from residents who wanted rent scales that were simple, fair, and predictable and wanted to address the disincentive to work that was identified as a major concern in the old public housing rent scales.

The new rent scales will result to an initial decline in rental revenues, although at an individual tenant level some will see rent decrease and some will see a rent increase. The new rent scales will address a number of the concerns expressed by residents and will include: new minimum (\$70 per month) and new maximum rents (\$1,625 per month); rent geared to income so at the lower end tenants will pay about 4% of gross income and at the maximum rent about 19.5% of gross income; a more gradual increase in rent as income increases; rent unlikely to change with small changes in income; and an income exemption of \$1,000 per month for Seniors to minimize the impact of the new rent scale on Seniors.



An additional change impacting public housing will be to increase the tenants' responsibility for electricity from 6 cents per kilowatt hour to 9 cents per kilowatt hour. This change is consistent with the principle of supporting self-reliance and ensures that public housing clients continue to pay significantly less than other residents where the rates are currently about 47 cents per kilowatt hour, although the territorial power subsidy program ensures that residential clients pay no more than the Yellowknife electricity rate for users below a usage threshold.

Investments are included in this business plan to offset the impact of the forced growth from utility price increases and from the declining CMHC funding. As noted earlier, a key strategic priority from *Building for the Future* is to address the issues of declining CMHC funding. Changes that are being implemented to the public housing rents scales, to homeownership programs, and to address the challenges of the working poor will all potentially help relieve pressure on the public housing program into the future. As noted, work is continuing with federal, provincial and territorial partners on a longer term solution related to the sustainability of public housing. However, in the short-term new investment will be required to offset annual reductions in CMHC funding.

As indicated utility price changes will continue to impact the overall cost of the public housing program. While the NWT HC continues to move towards more multi-family construction and energy efficiency in public housing units, these changes do not offset the price increases. As noted in the measures section, consumption information shows relatively stable patterns for electricity and reduced consumption of fuel oil in recent years.

### *Measures Reporting*

#### Measure 1 – Effective Overall Management of LHO Operations

The NWT HC funds LHOs for administering public housing in each community. LHOs are funded based on actuals for utilities and lease arrangements related to the public housing programs. In the case of administration and maintenance and repairs, the LHOs are funded based on the target of collecting 90% of assessed rent. If the LHO exceeds 90% rent collection, they are able to use the excess for other housing priorities within their community. If 90% rent collection is not achieved or the administration and maintenance and repair expenditures are over budget, the LHO is likely to run a deficit.

As noted below, there were 10 out of the 23 LHOs that had an operating deficit in 2010-11. This value has been relatively consistent over the past several years.

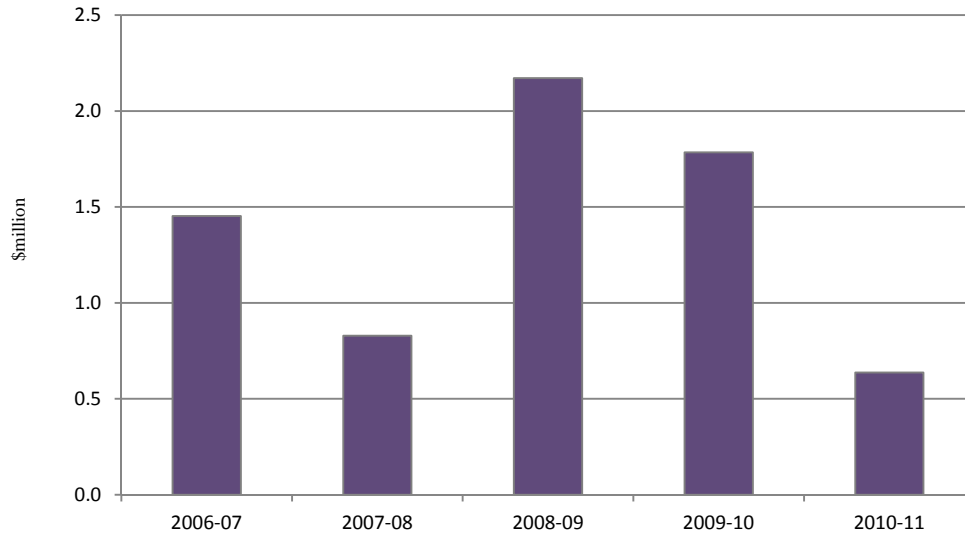
#### *Local Housing Organizations with Operating Deficits 2006-07 to 2010-11*

	Number
2006-07	11
2007-08	10
2008-09	12
2009-10	12
2010-11	10

For most LHOs deficits are closely correlated with rent collection. Overall rent collection arrears dropped to \$637,000 in 2010-11 which is a significant decline from the high of \$2.2 million in 2008-09.

*NWT Housing Corporation*

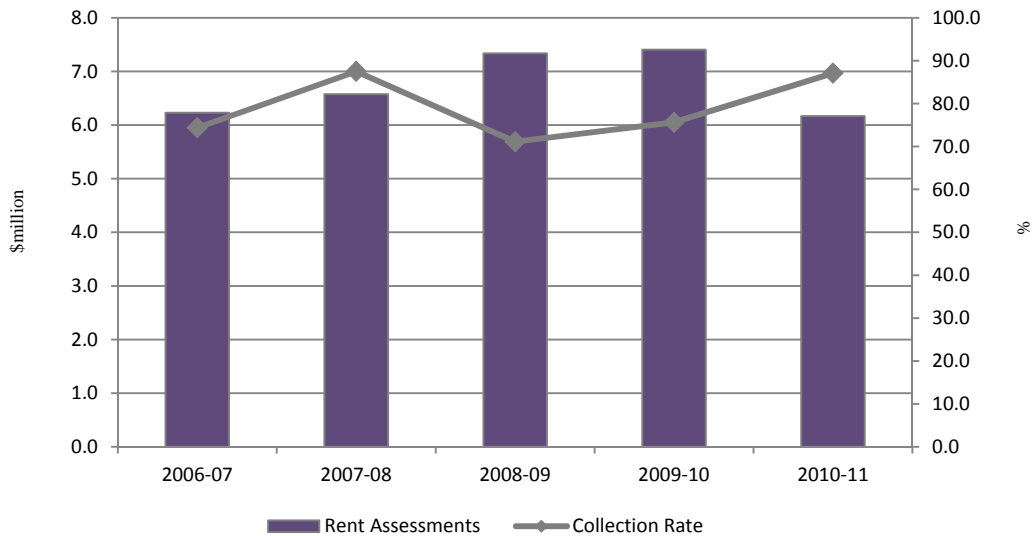
*Public Housing Rent Collection Arrears  
2006-07 to 2010-11*



**Measure 2 – Managing Tenant Relations**

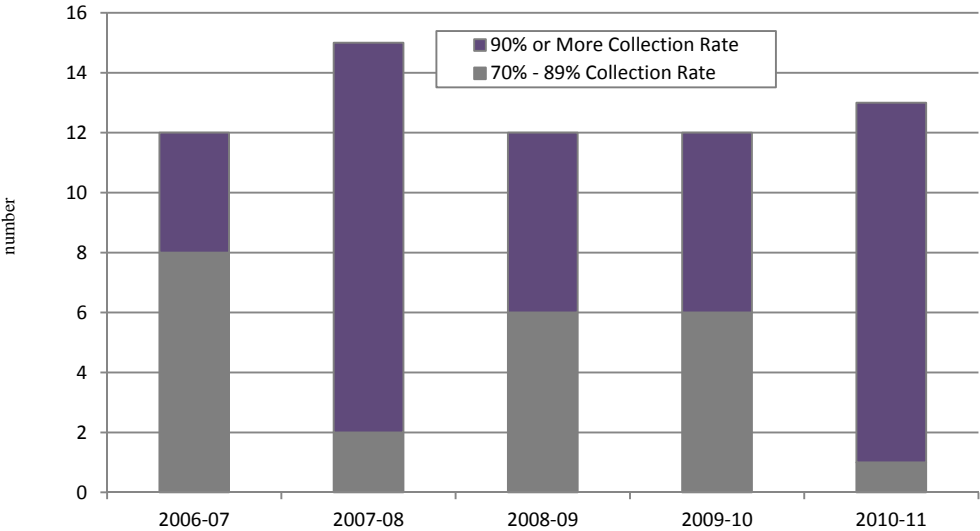
A critical responsibility of the 23 Local Housing Organizations is to complete rent assessments and collect rent in the 2,400 public housing units. Some caution is required in interpreting indicators on rent assessment and collection, as any revisions for previous year’s assessments (for example if a tenant provides new information) or collections on previous arrears are recorded in the year where the revision takes place. As a result, collection rates can be above 100% in cases where arrears are being paid off.

*Public Housing Rent Assessments and Collection Rate  
2006-07 to 2010-11*



Collection rates have varied considerably in the past five years with a low of 71% in 2008-09. In 2010-11 they rebounded to 87%. Rent assessments were lower in 2010-11, reflecting in part revised assessments from the previous two years.

**Local Housing Organizations Collecting 70% or More of Assessed Rent  
2006-07 to 2010-11**

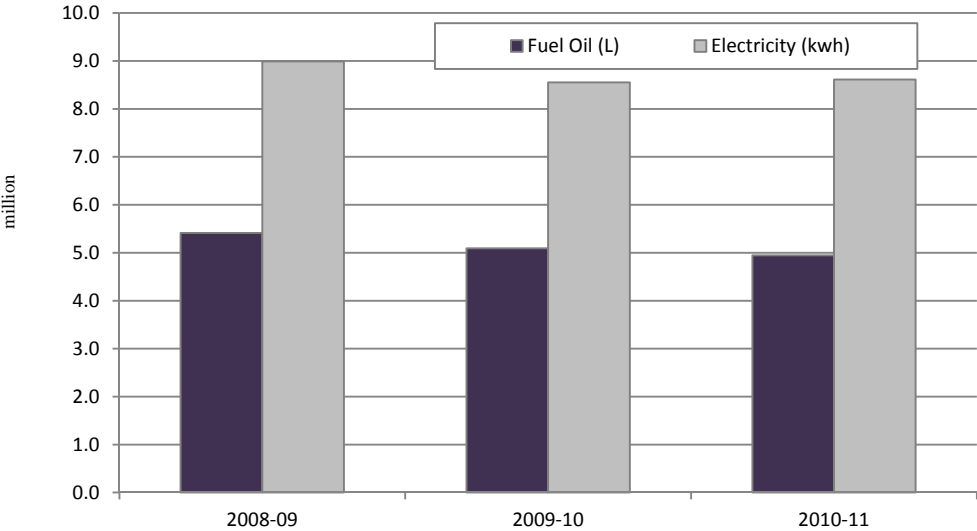


Collection rates vary significantly across LHOs. Overall, about half of the 23 LHOs collect 70% or more of assessed rent in each of the last five years. There was an improvement in the number of LHOs collecting at least 90% of assessed rent in 2010-11 with 12 achieving this target. The 90% of assessed rent is a critical value as this is needed for the LHO not to run the risk of having an operating deficit.

**Measure 2 – Operating Public Housing Units**

Although less time series data is available, recent investments in energy efficiency and modernizing the public housing stock appears to have paid off. Overall the liters of heating fuel for public housing units declined by 8.7% between 2008-09 and 2010-11.

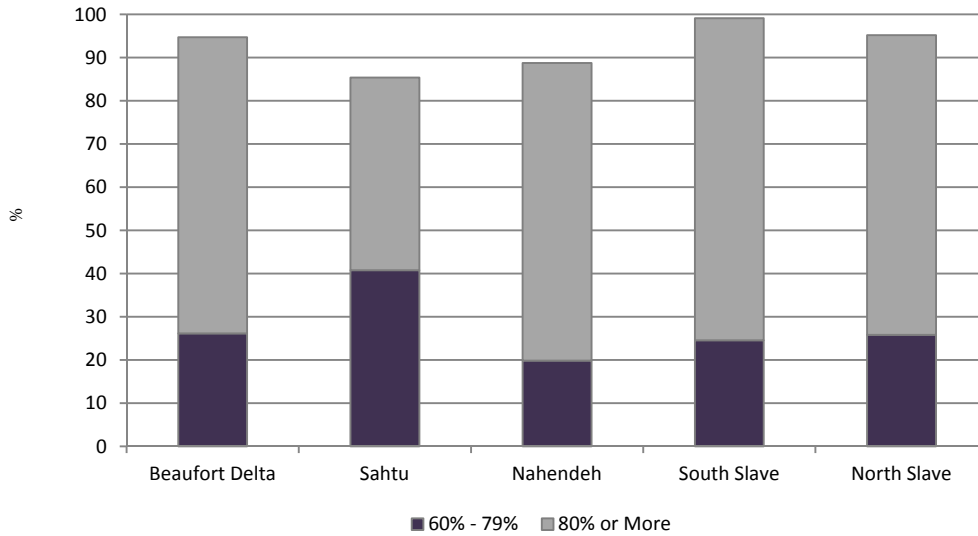
**Utility Consumption in Public Housing Units  
2008-09 to 2010-11**



*NWT Housing Corporation*

There was a decline in kwh used in public housing units between 2008-09 and 2009-10, followed by a slight increase in 2010-11. Significant caution needs to be used in terms of interpreting these results as a number of factors could contribute to changes in consumption patterns.

*Public Housing Condition Rating, by District  
2010-11*



Overall, 94% of public housing units had a condition rating of 60% or more in 2010-11, with 67% being above 80%. Significant work has been undertaken to ensure a consistent approach is used in determining condition ratings for future years. The improved training, tracking and evaluation of the condition ratings will strengthen this information as a management and monitoring tool.

## c) Responding to Priorities of the 17<sup>th</sup> Assembly

The Department is undertaking in the following activities in support of the priorities identified by the 17<sup>th</sup> Assembly:

### Priority 3 – Address Housing Needs

#### Description

The 17<sup>th</sup> Legislative Assembly identified the following priority:

**Address housing needs** by completing and implementing the Shelter Policy Review including fair and sustainable public housing rent scales, selling our public housing stock where this makes sense, and putting higher density housing units in small communities.

The NWT HC will play a central role in this priority. *Building for the Future*, is the strategic plan for housing that resulted from the Shelter Policy Review. The strategic priorities and actions outlined in this framework will take some time to implement, but will be a critical element of advancing this priority of the 17<sup>th</sup> Legislative Assembly.

#### Planned Activities for 2012-13

Some of the key strategic actions that are proposed to be advanced during 2012-13 include:

- Implement new public housing rent scales.
- Introduce a new rent supplement program to address housing challenges of the working poor living in market rentals.
- Implement SAFE a new emergency repair program for low income homeowners.
- Make changes to CARE to improve accessibility to NWT HC repair programs.
- Continue steps related to Betty House and addition of a Homelessness Coordinator for improved coordination of homelessness activities and working with communities outside of Yellowknife.
- Complete detailed planning related to expanding housing options in non-market communities with a focus on demand related to critical staff.
- Initiate a planning exercise, in cooperation with LHOs, to examine approaches to improve community level delivery of housing services.
- Continue to advance federal-provincial-territorial work on the sustainability of social housing and the challenge created by the declining federal funding as co-chair of the FPT Housing Committee.

#### Participating Departments

Many of the strategic actions planned by the NWT HC will be coordinated with other social program departments including Education, Culture and Employment, Health and Social Services, Municipal and Community Affairs. Work with these departments will be particularly critical in the effort to expand housing options in non-market communities with a focus on demand related to critical staff and the work on homelessness.

## d) Infrastructure Investments

### Planned Activities – 2012-13

The development of the Capital Delivery Plan for the NWTHC consists of discussions with clients and community leaders, client intake applications, a review and analysis of the most recent Community Survey, condition ratings of the NWTHC's assets (public housing, market rentals, offices, and warehouses), community population estimates and projections, and the long-term housing needs assessment.

As described previously the infrastructure program of the NWTHC includes investments in major capital and minor capital programs.

#### *Major & Minor Capital Spending (\$million) 2006-07 to 2011-12*

	Total
2006-07	38.8
2007-08	44.7
2008-09	25.6
2009-10	48.4
2010-11	46.5
2011-12*	33.5

\* Projected

For 2012-13, infrastructure investments are expected to total \$24.4 million, including \$13.3 million in major capital expenditures and \$11.2 million in minor capital. This value does not include any carryovers or deferred projects.

With respect to major capital investment, as described in the 2012-13 Capital Estimates the proposed capital acquisition plan allocates \$8.8 million for new housing and \$4.4 million for major modernization and improvement of public housing.

#### *Planned Major Capital Projects, by Type 2012-13*

	New Home-ownership	Public Housing Replacement	Public Housing Retrofit	Home-ownership Retrofit	Warehouse Replacement
Total	6	26	118	6	1
Beaufort-Delta	2	8	16	0	1
Sahtu	1	0	10	2	0
Nahendeh	3	2	0	2	0
South Slave	0	3	74	0	0
North Slave	0	13	18	2	0

The capital acquisition plan also calls for the allocation of \$11.2 million under minor capital. This includes the PATH program, CARE programs, the new SAFE program and CMHC repair programs.

## *e) Legislative Initiatives*

### *Planned Activities – 2012-13*

The NWTHC has no plans for Legislative changes during 2012-13.

## f) Human Resources

### Overall Human Resource Statistics

#### Employees

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	104		103		95		103		98	
Indigenous Employees	67	64%	64	62%	68	72%	51	50%	47	48%
Aboriginal	40	39%	36	35%	42	44%	35	34%	36	37%
Non-Aboriginal	27	26%	28	27%	26	27%	16	16%	11	11%
Non-Indigenous Employees	37	36%	39	38%	27	28%	52	50%	51	52%

Note: Information as of December 31.

#### Senior Management

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	10		10		10		7		9	
Indigenous Employees	7	70%	6	60%	8	80%	4	57%	5	56%
Aboriginal	2	20%	3	30%	3	30%	2	29%	3	33%
Non-Aboriginal	5	50%	3	30%	5	50%	2	29%	2	22%
Non-Indigenous Employees	3	30%	4	40%	2	20%	3	43%	4	44%
Male	7	70%	7	70%	7	70%	6	86%	8	89%
Female	3	30%	3	30%	3	30%	1	14%	1	11%

Note: Information as of December 31

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	18		19		18		17		17	
Male	15	83%	17	89%	16	89%	15	88%	16	94%
Female	3	17%	2	11%	2	11%	2	12%	1	6%

Note: Information as of December 31

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	3	2.9%	2	1.9%	2	2.1%	2	2.1%	2	1.9%

Note: Information as of December 31



Position Reconciliation

This information differs from the employee information on the preceding page; Human Resource information reflects actual employees as of December 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Main Estimates</b>
Total	123	(6)	117
Indeterminate full-time	123	(6)	117
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
<i>Executive Offices</i>				
Strategic Planning Analyst	Yellowknife	HQ	Added	New Position
Homelessness Coordinator	Yellowknife	HQ	Added	New Position
<i>Programs &amp; District Operations</i>				
Programs Coordinator	Yellowknife	HQ	Added	New Position
Program Development Specialist	Yellowknife	HQ	Deleted	Sunset CEAP
Program Development Specialist	Yellowknife	HQ	Deleted	Sunset CEAP
Lands/Technical Advisor	Yellowknife	North Slave	Deleted	Sunset CEAP
Finance Officer	Yellowknife	North Slave	Added	Re-organization
Program Advisor	Hay River	South Slave	Added	Re-organization
Program Advisor	Hay River	South Slave	Deleted	Sunset CEAP
Technical Advisor	Norman Wells	Sahtu	Deleted	Sunset CEAP
Lands/Technical Advisor	Fort Simpson	Nahendeh	Deleted	Sunset CEAP
Technical Advisor	Inuvik	Beaufort-Delta	Deleted	Sunset CEAP
Program Advisor	Inuvik	Beaufort-Delta	Deleted	Re-organization
<i>Finance &amp; Infrastructure Services</i>				
Manager Construction Services	Yellowknife	HQ	Deleted	Sunset CEAP
Tech Officer Architectural	Yellowknife	HQ	Deleted	Sunset CEAP
Material Management Officer	Yellowknife	HQ	Deleted	Re-organization
Manager Fiscal Planning	Yellowknife	HQ	Deleted	Re-organization
Senior Budget Officer	Yellowknife	HQ	Added	Re-organization

**Other Human Resource Information**

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011.

<b>Summer Students</b>				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
3	3	2	1	0

Note: Information as of August 17

<b>Interns</b>				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
0	0	0	0	0

Note: Information as of December 31

<b>Transfer Assignments (In)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
8	5	2	3	3

Note: Information as of December 31

<b>Transfer Assignments (Out)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
0	0	0	0	0

Note: Information as of December 31

**Activities Associated with Staff Training & Development**

The NWT HC supports its employees to pursue training and professional development opportunities. Recently, a number of employees have worked towards or completed designation as a Certified General Accountant (CGA), Supply Chain Management Professional designation, Senior Right-of-Way designation, Real Property Administrator designation, and completion of a Land Planning Certificate. In addition, six employees are enrolled in the GNWT's Managers / Emerging Manager's Leadership Development Program. One employee is currently on education leave to complete course work for a Bachelor of Management Degree. Resources are also available for short-term training opportunities to support skill development.

## *g) Information Systems and Management*

### Overview

The Information Services Section of the NWTHC provides complete information technology services and support to its corporate employees in headquarters and district offices. These services are also made available to the NWTHC's community partners to effectively deliver the *Public Housing Program*. Through the use of the latest technologies, information management methodologies and innovative system designs, the NWTHC ensures that its computerized operating systems remain at an optimum level. Continued research, development and implementation of modern systems and hardware also contribute to achieving this goal.

*Program Systems:* The Housing Corporation Information Management System (HCIMS) is the central system used to deliver homeownership programs that are offered under the Housing Choices program. The system is used for several purposes and divided into the following modules:

1. Client Application System - The system is used to record and store data received from applicants to the program. Safeguards for approvals are built in to ensure that applicants are approved according to the policies of the Housing Choices program. The system provides valuable data that is used to develop budgets and update programs to improve responsiveness.
2. Land Inventory System - The system is used to record and monitor the security the NWTHC's inventory of land.
3. Administration System - This system is used primarily for global reporting. The NWTHC can track and identify trends in community housing demands, changing income levels, and areas where improvements can be made to its programs.
4. The NWTHC uses the Maintenance Management Operating System (MMOS) as part of its Maintenance Management Program to track the maintenance activities for its assets. The NWTHC's community partners who deliver the Public Housing Program use MMOS. Through the use of MMOS, the NWTHC monitors demand and preventative maintenance activities, maintenance scheduling, stock inventories, budget performance, and other asset maintenance activities. Through the monitoring of MMOS reports, the NWTHC provides support and direction to its community partners to ensure assets are maintained at a high standard.
5. Sharepoint – Collaboration portals.
6. MAS – Mortgage Administration System tracks client mortgages and through a link with SAM.
7. HOC - Homeownership Calculator (HOC) is used to calculate levels of assistance and rent for applicants to the NWTHC homeownership programs.
8. SAM - Information Services will support the implementation of the System for Accountability and Management (SAM) by ensuring that data transferability will be seamless, secure and compatible between GNWT and NWTHC systems.

**Planned Activities - 2012-13**

The Rentscale computer program will be replaced by the Territorial Housing System (THS) in April 2012 addressing the gaps in the existing system application model to ensure that the NWT HC can improve the management of the Public Housing Program. This social housing tool will directly reflect our partnerships with tenants and better inform our decisions as they relate to housing programs. The NWT HC has completed the testing phase and training occurred in January and February 2012. The THS will be a module of the HCIMS in order to facilitate information sharing and increased reporting capabilities across the organization.

During 2012-13, the Client module of the NWT HC Information Management System (HCIMS) will be further enhanced through the establishment of linkages to the Canada Revenue Agency to allow for direct income verifications allowing for accurate and timely decision making.

The current standalone version of the Maintenance Management Operating System (MMOS) will be replaced with a centralized system capable of providing in-depth corporate wide reporting, improved data security, and enhanced financial integration and accountability. The business requirements analysis phase of this project is currently underway with a completion date of March 31, 2012. Upon completion of the business requirements analysis development/procurement of system tools required to facilitate these criteria will be initiated. Implementation of the new software is expected to be completed in 2013.

The NWT HC is launching a new Microsoft SharePoint environment to help improve organizational effectiveness by providing comprehensive content management and enterprise search, accelerating shared business processes, and facilitating information-sharing and collaboration across districts, divisions and community partners for better corporate insight. Additionally, this collaboration and content management server provides IT staff with the platform and tools they need for server administration, application extensibility, and interoperability.

# **PUBLIC WORKS & SERVICES**



## **1. OVERVIEW**

### **MISSION**

The Department of Public Works and Services mission is to deliver quality services to satisfy the needs of its clients, while achieving the best value for government, communities, business and residents.

### **GOALS**

1. Suitable facilities are available to support delivery of government programs.
2. Protection of life and property is achieved through the enforcement of the provisions of electrical, gas, boiler and pressure vessel legislation.
3. Suitable information technology infrastructure and services are available to support the delivery of government programs and services.
4. Basic community needs for heating, transportation and power generation fuels are met through the safe and reliable provision of fuel services.
5. Effective management of government records.

## 2. EMERGING ISSUES

### ***Procurement Shared Services Centre (PSSC)***

Departments are presently responsible for managing their contracting and procurement activities. However, smaller departments lack permanent resources dedicated to the purchasing function, with specialization found in only a few larger departments. Without a centralized authority, procedures are inconsistent and practices vary from department to department.

A PSSC should improve the quality of internal service delivery, improve information collection and reporting, and promote retention and development of skilled staff with consistent experience and training. Implementation of a PSSC is not centralization or a staff reduction exercise.

### ***Devolution***

In support of the Devolution planning process PWS will be called upon to address a number of essential support issues associated with implementation, particularly in the areas of infrastructure, accommodations, information technology, contracts and records.

### ***Cost of Fuel***

In response to the challenge of fluctuating oil prices, the Petroleum Products Division is exploring strategic partnerships and supply and transportation alternatives in order to stabilize the cost of fuel products for the communities it serves. While cost is a very important factor, efforts to reduce costs must not increase risk, reduce fuel product quality or erode the delivery of services to communities.

### ***Aging Infrastructure***

Safe, reliable infrastructure is essential for the delivery of GNWT programs and services and a significant number of the buildings maintained by PWS are 30 years and older. The initial 2008/09 facility condition survey established there was over \$470 million in deferred maintenance associated with aging GNWT infrastructure. Ongoing investment in the GNWT's aging asset base through a deferred maintenance program is critical to protect the value of the infrastructure; address issues of public safety and to support the delivery of government programs and services in all communities.

### ***Declining Natural Gas supply for the Town of Inuvik***

The suppliers of natural gas to the Town of Inuvik have confirmed that the existing reserve has an estimated remaining life of 1.2 years as of December 31, 2011. PWS is participating in an interdepartmental a working group to develop a coordinated response with the Town of Inuvik and major stake holders to ensure there is uninterrupted energy supply for the Town as the reserves continue to decline.

### ***Climate Change***

Climate change is a global issue and is expected to affect all of Northern Canada, the Western Arctic, and particularly the Mackenzie Delta. Warming air and soil temperatures and increased precipitation will affect the performance of existing infrastructure. Design and maintenance of future infrastructure must take into account the conditions which may be expected during the life of the facility.

### ***Capital Asset Retrofit Program (CARF)***

Through PWS, the GNWT spends \$27 million annually on energy, including electricity and heating fuels for government buildings. The cost of this energy has risen significantly in recent years.



Through the GNWT's Energy Priorities Investment Plan, CARF was established in PWS to upgrade existing government buildings which are not energy-efficient. The program is assisting the government in reducing building operating costs and greenhouse gas emissions in the NWT.

***Adequate Network Bandwidth***

The DCN contract renewal and network re-design project is a critical project for the GNWT to ensure the network can serve departmental network needs and meet GNWT affordability requirements for a minimum five year time horizon.

In addition to the operational requirements of government departments, there is significant research to be completed on new network technologies and equipment. An assessment of new solutions, their feasibility for the NWT and their cost effectiveness will help to identify if the GNWT can leverage some of these new technologies. The GNWT is looking to overcome satellite service challenges and provide cost-effective video conferencing solutions while having the ability to prioritize network traffic.

### 3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the department's operation expenses and revenues.
- b) **Key Activities** describes the department's major programs and services, including strategic activities, as well as results to date and measures.
- c) **Responding to Priorities** describes current major activities the department is undertaking in supporting the priorities identified by the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the department's planned infrastructure investments for 2012-13.
- e) **Legislative Initiatives** provides a summary of the department's legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2012-13.

#### a) Fiscal Position and Budget

##### DEPARTMENTAL SUMMARY

	Proposed Main Estimates 2012-13	Revised Estimates 2011-12	Main Estimates 2011-12	Actuals 2010-11
	000's	000's	000's	000's
<b>OPERATIONS EXPENSE</b>				
Directorate	7,958	7,617	7,612	7,221
Asset Management	81,816	81,976	81,881	82,165
Technology Service Centre	1,361	1,361	1,361	1,183
Petroleum Products	2,134	2,134	2,134	1,626
<b>TOTAL OPERATIONS EXPENSE</b>	<b>93,269</b>	<b>93,088</b>	<b>92,988</b>	<b>92,195</b>
<b>REVENUES</b>	<b>1,804</b>	<b>2,159</b>	<b>1,879</b>	<b>2,001</b>

## OPERATION EXPENSE SUMMARY

	Proposed Adjustments					Proposed Budget 2012-13
	Main Estimates 2011-12	Forced Growth	Initiatives	Sunsets and Other Adjustments	Internal Reallocations	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)
<b>Directorate</b>						
Department Management	555	0	0	0	0	555
Finance	1,078	0	0	0	0	1,078
Policy and Planning	493	0	0	0	0	493
Information Services	1,801	242	0	0	0	2,043
Regional Program Delivery	3,685	4	0	0	100	3,789
Amortization	0	0	0	0	0	0
<b>Total Directorate</b>	<b>7,612</b>	<b>246</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>7,958</b>
<b>Asset Management</b>						
Division Management	1,015	0	0	0	0	1,015
Infrastructure Management	569	0	0	0	0	569
Contract and Procurement Services	932	0	0	(300)	0	632
Facility Planning	615	0	0	0	0	615
Technical Support	1,776	0	0	(300)	68	1,544
Inspection Services	1,355	0	0	0	0	1,355
Property Management	1,510	0	0	0	0	1,510
Leases	19,543	(152)	0	148	0	19,539
Building and Works	19,392	764	0	0	(168)	19,988
Vehicles and Equipment	392	0	0	0	0	392
Utilities	27,033	631	0	(654)	0	27,010
Regional Projects	2,922	18	0	(120)	0	2,820
Facility Risk Management & Safety	3,250	0	0	0	0	3,250
Amortization	1,577	0	0	0	0	1,577
<b>Total Asset Management</b>	<b>81,881</b>	<b>1,261</b>	<b>0</b>	<b>(1,226)</b>	<b>(100)</b>	<b>81,816</b>
<b>Technology Service Centre</b>						
Amortization	1,361	0	0	0	0	1,361
<b>Total Technology Service Centre</b>	<b>1,361</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,361</b>
<b>Petroleum Products</b>						
Amortization	2,134	0	0	0	0	2,134
<b>Total Petroleum Products</b>	<b>2,134</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,134</b>
<b>Total Department</b>	<b>92,988</b>	<b>1,507</b>	<b>0</b>	<b>(1,226)</b>	<b>0</b>	<b>93,269</b>

**REVENUE SUMMARY**

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	<b>(\$000's)</b>	<b>(\$000's)</b>	<b>(\$000's)</b>	<b>(\$000's)</b>
<b>TRANSFER PAYMENTS</b>				
Labour Canada Agreement	42	42	42	-
<b>GENERAL REVENUES</b>				
Electrical Permits Fees	475	475	475	853
Boiler Registration Fees	370	370	370	378
Gas Permit Fees	65	65	65	55
Elevator Permit Fees	75	75	75	63
Tender Document Fees	-	5	5	-
Administration Fees	-	-	-	15
	<b>985</b>	<b>990</b>	<b>990</b>	<b>1,364</b>
<b>OTHER RECOVERIES</b>				
Water/Sewer Maintenance Serv	380	380	380	328
Rental to Others	234	234	234	234
Parking Stall Rentals	13	13	13	-
Sale of Heat Supply	50	50	50	50
Sale of Surplus Assets	100	100	100	25
Amortization recoveries	-	350	70	-
	<b>777</b>	<b>1,127</b>	<b>847</b>	<b>637</b>
<b>GRANTS IN KIND</b>	-	-	-	-
<b>CAPITAL</b>	-	-	-	-
<b>REVENUES</b>	<b>1,804</b>	<b>2,159</b>	<b>1,879</b>	<b>2,001</b>

**SCOPE OF OPERATIONS (\$000)**

Public Works and Services (PWS) has a proposed appropriated budget of \$ 93,269 for 2012/13, although that budget amount does not accurately represent the full scope of work that PWS is responsible for providing. PWS provides services through revolving funds, chargeback accounts, agreements with other government departments, boards and agencies, and is responsible to deliver capital programs on behalf of other departments. The following provides a picture of the actual magnitude of the operations undertaken in PWS based on 2011/12 funding:

<b>Activity</b>	<b>Funding (\$000's)</b>
Operations and Maintenance Base	\$93,015
PWS Capital Acquisition Plan (Includes carryover)	\$35,470
TSC Chargeback	\$18,052
Petroleum Products Revolving Fund	\$29,178
Public Stores Revolving Fund	\$195
Vote 4/5: Work performed on behalf of others	\$234
Projects Using Client Funding	\$94,468
<b>Total Scope for 2011/12</b>	<b>\$270,612</b>

## ***b) Key Activities***

### **KEY ACTIVITY 1: CORPORATE MANAGEMENT**

#### **Description**

The Directorate includes the Deputy Minister's office and Corporate Services Division at Headquarters. In the regions, the Directorate includes the Superintendent and the Finance and Administrative services. The Directorate is responsible for the overall management of the department, managing human and financial resources and providing overall direction and planning. Activities in the Directorate include financial administration, policy and planning, information systems and records management, and regional program delivery.

Records Management is responsible for the delivery of services to GNWT departments, boards, and agencies. Responsibilities include developing government-wide policies, standards and guidelines, support and training, records storage and retrievals and maintaining the Administrative Records Classification System (ARCS) and providing support for the Digital Integrated Information Management System (DIIMS). It also coordinates the operation of five GNWT records centres, located in Yellowknife, Inuvik, Fort Smith, Hay River and Fort Simpson.

The Directorate co-ordinates activities in support of GNWT priorities and departmental goals, and maintains effective communication within the department, and with other departments, governments including aboriginal self-governments, the private sector, and other interest groups.

#### **Major Program and Service Initiatives 2012-13**

##### ***Digital Integrated Information Management System (DIIMS)***

The DIIMS software solution being implemented in PWS is part of a multi-year and GNWT-wide initiative managed and implemented by the Office of the Chief Information Officer (OCIO). It has replaced an older document management system used by PWS that has been phased out by its vendor. System implementation started in 2011/12 and should be completed in the first quarter of 2012/13.

With full implementation based on a fully functional system and stable operating environment the ownership and on-going maintenance of DIIMS will transition to PWS. The next planned phase of implementation will include the Departments of Municipal & Community Affairs (MACA), Environment & Natural Resources (ENR) and Industry, Tourism and Investment (ITI). To that end, PWS was approved through 2012/13 Forced Growth initiatives for two IS support positions to administer the system and provide ongoing training and support as system implementation progresses to the next phase of departments.

This is a new system environment for the GNWT and represents a significant change management challenge for PWS and future departments. The opportunity and timing for future deployments will be contingent on staffing the new IS support positions and a fully functional system and stable operating environment.

***Financial Shared Services***

In an effort to improve efficiencies in government-wide financial operations, in 2012/13 Financial Shared Services Centre (FSSC) pilot project will be implemented in the Beaufort Delta. PWS will continue to work closely with the Department of Finance on work to advance the Financial Shared Services Initiative. The remaining regional centres and Headquarters will be implemented at a future date.

***Devolution***

Providing support for the GNWT's Devolution initiative through the Property, Assets, Records, Contracts and Information Technology (PARCC) committee through the transfer of program related records (electronic and hardcopy).

Departments impacted by the transfer of devolved program and records will be looking to PWS for support. In preparation, PWS, has developed a seven phase records management work plan for 2012/13. In support of the work plan the department will be staffing two devolution records analyst positions starting early in 2012/13.

***Annual Performance Measurement***

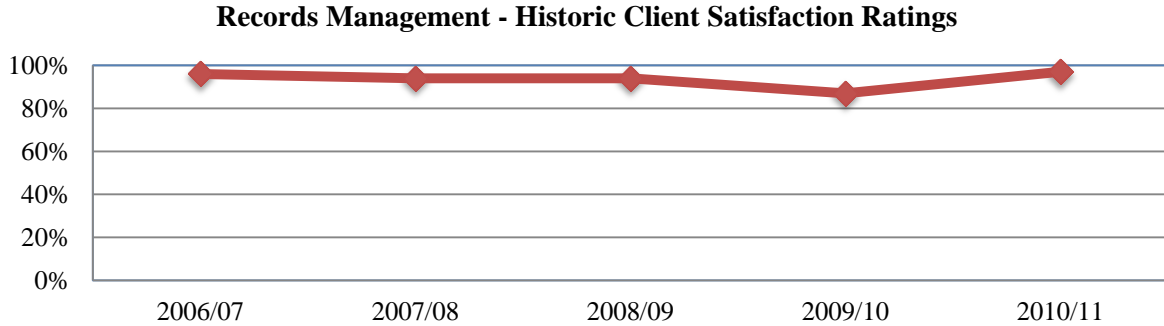
The PWS performance measurement system annually measures progress towards achieving departmental goals, targets and timeframes. The system is used to monitor programs and service levels, and also to identify where changes to service levels may be required. The results are summarized in annual Performance Measurement Summary Report.

To ensure that PWS services continue to meet client needs, each year department managers meet with their main clients to complete client satisfaction surveys. The surveys focus on quality of service, timeliness, communications and overall performance. In addition to the communication requirements associated with client services, PWS fully supports initiatives that aim to support and improve GNWT communications at the public and interdepartmental levels. This includes participation in a variety of interdepartmental committees and working groups tasked with improving efficiencies in government, economical acquisition and effective management of government infrastructure, services to government and residents of the NWT.

Measures Reporting

*Overall Client Satisfaction*

Target: 80% satisfaction



PWS carried out client satisfaction surveys in February and March for the current fiscal year. The overall client satisfaction rating for 2010/11 was 97% which is an increase over the 87% achieved in 2009/10.

*Records Management Training requests are satisfied*

Target: 100% of total

- In 2010/11, 100% of training requests were met with a total of 162 employees being trained.
- 732 GNWT employees have been trained since the 2007/08 fiscal year.

*Response to routine records retrievals*

Target: 100% are completed within 24 hours

- In 2010/11, 100% of routine records retrievals were completed within 24 hours with a total of 2,035 retrievals being completed.
- Since 2007/08, there have been 10,890 routine records retrievals completed.

*Response to urgent records retrievals requests*

Target: 100% are completed within 2 hours

- In 2010/11, 100% of urgent records retrievals were completed within 2 hours.



## KEY ACTIVITY 2: ASSET MANAGEMENT

### Description

The Asset Management activity is responsible, on behalf of government departments, for the planning, design, construction, operation and maintenance of buildings and works throughout the NWT. Regional offices manage the delivery of maintenance and project management services, ensuring that client needs are met and facility life cycle costs are minimized. Headquarters supports the regions by providing facility planning, technical expertise for program and design standards, facility evaluations, troubleshooting, facility commissioning, granular materials planning and coordination, procurement and project management support, and technical support for safe drinking water initiatives.

Asset Management also coordinates the GNWT's Capital Planning process as well as the planning, acquisition and management of general office space for the GNWT, including leases, and the disposal of the GNWT's surplus real property assets.

PWS assumes responsibility for energy management within the government facilities it maintains. For existing buildings, this includes energy consumption analysis and benchmarking, detailed energy audits, and the inspection of electrical and mechanical systems. For new buildings, the EcoEnergy Validation Program Protocol is used, which includes computer modeling of energy use. As part of the modeling, an energy workshop with designers, clients, and operators allows various equipment options to be discussed and simultaneously modeled for energy consumption and savings.

The role of Contracting and Procurement Services is to provide procurement services to the department along with monitoring and advice with respect to GNWT and PWS policies, procedures and standards related to contracting. This includes contracts for construction, the acquisition of goods and services, architectural/engineering consulting contracts, and the acquisition of real property.

The building infrastructure Risk Management and Safety Program addresses the Deferred Maintenance Initiative. This activity is focused on assessing the condition of key GNWT building infrastructure and identifying and undertaking remedial work to ensure that buildings continue to be safe for occupancy, and to ensure that critical deferred maintenance items are addressed to maximize the useful life of these assets.

Inspection Services is responsible for the administration and regulation of electrical, elevator, boiler and pressure vessel and gas safety. These tasks protect the public by ensuring that all installations are constructed, all equipment is approved, and all workers are certified in accordance with the various codes and NWT Acts.

### Major Program and Service Initiatives 2012-13

#### ***Deferred Maintenance Program***

Building on the work of the Facility Risk Management Safety Program established in 2005, Public Works and Services (PWS) created the Deferred Maintenance Program to identify and prioritise critical maintenance deficiencies of GNWT assets that posed potential risks to the safety of employees and the public.

In 2008/09, the facility condition survey established that there was over \$470 million in deferred maintenance associated with aging GNWT infrastructure. Since that time, \$34 million in capital and

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O&M funding was approved to address deferred maintenance through the program, and over 700 facility assessments have been completed in order to prioritise Deferred Maintenance Program activities.

	\$000's					
	2008/09	2009/10	2010/11	2011/12	2012/13	Total
<b>Capital Funding</b>	\$5,000	\$4,700	\$4,600	\$5,000	\$4,000	<b>\$18,300</b>
<b>O&amp;M</b>	\$5,150	\$3,550	\$3,000	\$3,000	\$3,000	<b>\$12,550</b>
<b>Total</b>	\$10,150	\$8,250	\$7,600	\$8,000	\$7,000	<b>\$30,850</b>

The Deferred Maintenance program, in coordination with other program funding and the capital planning process, is on track to reduce the GNWT's deficit in deferred maintenance by an estimated \$145 million by the end of 2011/12.

For 2012/13, the Deferred Maintenance Program will continue to address deferred maintenance issues primarily consisting of structural deficiencies, building code issues related to 'life and safety', end of life of existing building components, roof and exterior envelope failures, and issues related to national building and fire codes.

Maintaining the existing inventory of aging infrastructure will continue to be a challenge for the GNWT going forward. The existing building asset base continues to age at a rate which exceeds the GNWT's ability to invest in upgrading or replacement. As such the GNWT should anticipate increasing pressure from pending deferred maintenance. Capital planning for new and incremental infrastructure will need to take into consideration the investment needed to address the current and projected backlog of deferred maintenance and the GNWTs infrastructure requirements to deliver its programs and services.

In order for PWS to continue reducing the deferred maintenance deficit, on-going funding for both O&M and capital need to be maintained in 2012/13 and beyond.

### ***Procurement Shared Services Centre (PSSC)***

A PSSC is intended to improve the quality and efficiencies of internal service delivery, information collection and reporting, and promote retention and development of a skilled staff with consistent experience and training. Implementation of a PSSC is not a centralization activity or a staff reduction exercise.

In January 2011, PWS contracted a consultant to analyze the current state of GNWT procurement services, and recommend organizational models for a PSSC. The final report recommending a progressive phased-in approach towards the implementation of a PSSC organizational model was presented to the Deputy Minister's Steering Committee for their consideration.

The first phase will involve establishment of a Centre of Excellence for procurement on which to build the foundation to move towards a full shared services model over time. In 2012/13, PWS will commence work on the next steps towards implementation of a Centre of Excellence for GNWT procurement.

PWS will continue consulting with all stakeholders as this initiative moves through the next steps in determining the best Procurement Shared Services organizational model for the GNWT.

### ***Environmental Remediation***

PWS will review and recommend remediation projects in support of the GNWT Environmental Remediation Committee (ERC). The ERC reviews and prioritizes GNWT remediation projects in relation to risks identified through Environmental Site Assessments (ESA).

PWS conducts environmental remediation and site assessments on contaminated sites related to facilities and assets under its jurisdiction and where the GNWT has confirmed responsibility.

In 2012/13, PWS is proposing to undertake ESA's on its fuel storage facilities in Fort Good Hope and Paulatuk and remediate the old fuel storage facility site in Gameti and will continue with its remediation project underway on the Sachs Harbour fuel storage facility.

On behalf of ECE, PWS will continue remediation on the underground fuel storage tank in Tuktoyaktuk.

### **Assets at the End of their Useful Life**

Aging infrastructure requires additional capital investment to keep them operational. The GNWT currently has 72 assets that have reached or will reach the end of their useful life within the next five (5) years.

As these buildings are replaced through the infrastructure acquisition plan, demolished or declared surplus, an Environmental Site Assessment (ESA) will be completed on each building and its site in order to determine if, and to what level, there is an environmental risk to the GNWT and to establish a cost for the environmental clean-up. PWS will then determine the priority of demolition in order to address the greatest risk and savings to the GNWT.

The demolition and environmental clean-up of the old Chief Albert Wright School in Tulita and the Deh Cho Hall Building in Fort Simpson along with the environmental remediation for the old Fort Good Hope School has been recently completed.

The focus for 2012/13 will be the completion of the demolition of the old Fort Good Hope School and the environmental remediation and demolition of Sir Alexander Mackenzie and Samuel Hearne Secondary Schools in Inuvik.

### ***Energy Management Initiatives***

PWS will continue to undertake energy management activities in planning, designing, building, maintaining, and operating government buildings and facilities. These activities are based on the results obtained through detailed energy audits, facility condition assessments, technical status evaluations, energy consumption monitoring, on-site inspections and thermo graphic scanning.

The Capital Asset Retrofit Fund (CARF) was established by PWS to upgrade existing GNWT buildings and make them more energy-efficient to address the sharp increase in the cost of energy, including electricity and heating fuel, that is needed to operate government buildings.

CARF initiatives are designed to maximize energy savings and minimize the payback period associated with GNWT energy investments in GNWT public buildings. The program is focused on reducing building operating costs and greenhouse gas emissions by assessing government facilities to identify those best suited for energy saving retrofits and upgrades, and targeting program funding to complete the required energy conservation projects. Energy upgrades and retrofits can reduce annual

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energy use by as much as 15%. In addition, greenhouse gas emissions can be reduced as much as 30 tonnes per building annually.

Through this initiative, the GNWT has reduced its annual operating costs by \$325,000 and greenhouse gas emissions by 268 tonnes per year. Further annual reductions of \$440,000 in operating costs and 932 tonnes of greenhouse gas emissions are projected by the end of 2011/12.

In 2010/11 GNWT utility funding was consolidated in PWS. The objective of the consolidation was to improve efficiency and cost-effectiveness of tracking utility usage and payment on a corporate basis. With the consolidation, PWS proposed to capture the savings identified through its energy conservation initiatives and use that funding to offset the cost of delivering future energy conservation projects.

As a result of the energy conservation initiatives implemented by PWS over the past several years the total annual utility costs savings achieved in 2010/11 from these investments was \$654,000. In 2011/12, PWS received approval to reduce its annual utility funding by \$654,000 and permanently re-profile the funding as capital starting in 2012/13 as the first step in making the CARF program self sustaining.

Some of the other major energy management activities undertaken in 2011/12 included the design and installation of biomass heating systems for facilities in Yellowknife (Airport Combined Services Building), Behchoko (Elizabeth McKenzie School), Fort Simpson (Central Heating Plant), and the hook-up of the biomass boiler at the Health Centre in Ft Smith.

All activities planned for 2012/13 and future years will be carried out under the Capital Asset Retrofit Fund (CARF) and in accordance with the GNWT's Energy Priorities Investment (EPI) Plan.

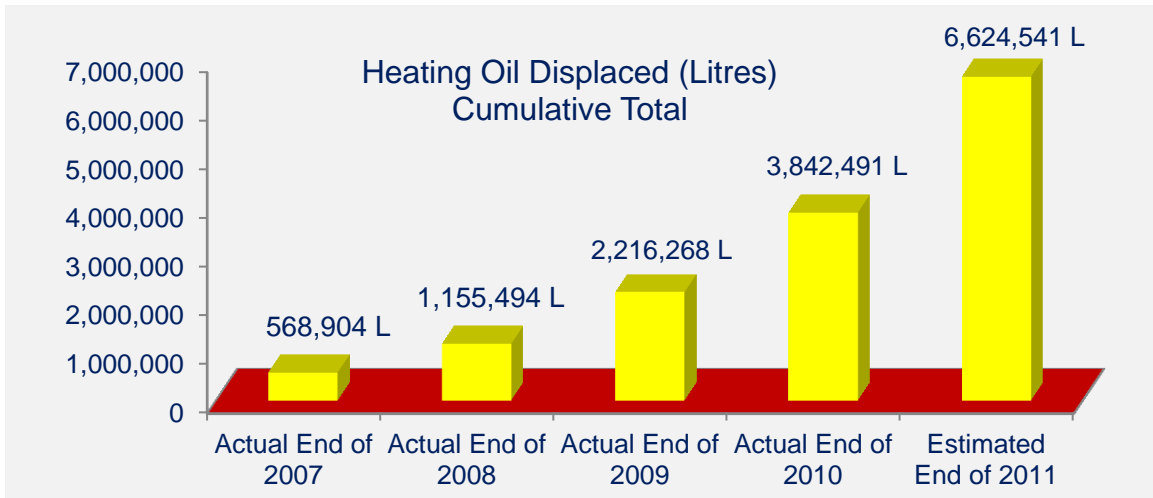
Activities planned for 2012/13 and beyond include:

- Implementing the 2012/13 energy retrofit projects planned under the Capital Asset Retrofit Fund (CARF) and the Energy Priorities Investment (EPI) Plan programs.
- Completing energy assessments and inspection of mechanical building systems on approximately 10 GNWT and community owned buildings to identify opportunities for energy conservation.
- Completing detailed energy audits on 5 buildings best suited for energy-saving retrofits and greenhouse gas emission reductions. Incorporate the energy audit results into the 2013/14 Capital Asset Retrofit Fund program workplan.
- Monitoring the performance of all CARF and EPI projects completed or to be completed in 2012/13 and report on operational savings and reduction in greenhouse gas emissions:
- Benchmarking 2011/12 utility consumption data from GNWT owned office buildings throughout the NWT and pre-screen to select inefficient buildings for future energy audits.
- Designing of buildings to meet the requirements of the Eco-Energy Validation Program and the *Good Building Practice for Northern Facilities* to reduce greenhouse gas emissions and fuel and electricity savings over the building life.
- Participating in national energy-related code development committees to ensure inclusion of energy-efficiency standards into the next cycle of national building codes.
- Participating in community public information sessions on energy conservation and awareness.

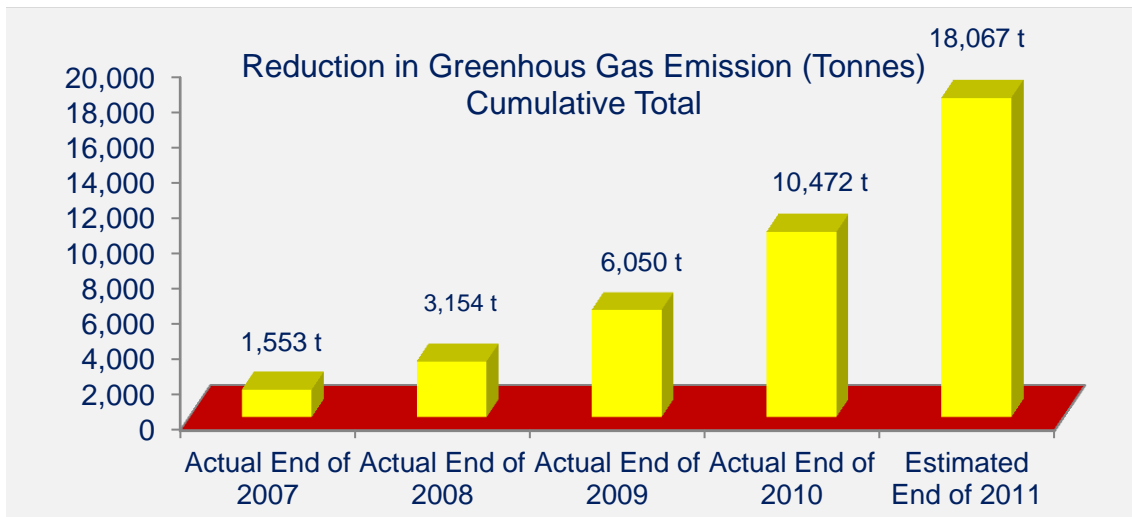
As reported in the Public Works and Services *Energy Conservation Projects 2010 Annual Report*, by the end of 2010/11, biomass (wood pellet) boilers and miscellaneous energy conservation projects will have displaced 6,624,541 litres of heating oil and 18,067 tonnes of greenhouse gases (cumulative total). The actual results will be verified and reported in the department's *2011 Annual Report*.

The following will illustrate the cumulative and projected reductions from various energy conservation projects/initiatives managed by PWS since beginning its energy savings initiatives in 2007:

**Heating Oil Displaced – Cumulative Total (Litres) - Biomass Heating, Electric Heat Conversion, Energy Retrofits and Miscellaneous Waste Heat Recovery Projects**



**Reduction in Greenhouse Gas emissions – Cumulative Total (Tonnes) - Biomass Heating, Electric Heat Conversion, Energy Retrofits and Miscellaneous Waste Heat Recovery Projects**



## ***Mitigate and Adapt to Climate Change Impacts***

### Reducing GNWT Energy Use

PWS mitigation activities will focus on reducing the GNWT's reliance on fossil fuels through the use of alternative energy sources (biomass, hydroelectricity, solar and other) that reduce greenhouse gas emissions. This will include the installation of biomass boiler plants in individual buildings, the installation of electric boilers and/or other electric equipment using hydro power where it is available, and installation of solar water heating systems. Energy conservation in retrofitting existing buildings with increased energy efficiency design in new buildings will be emphasized and used in the mitigation of climate change.

New and/or renovated GNWT buildings are being constructed to "Good Building Practice for Northern Facilities" and National Energy Code levels. Typically new GNWT facilities surpass by 25% the National Energy Code for Buildings (NECB) base building design level required to conform to EcoEnergy standards. Energy use and energy use patterns is monitored in existing buildings and preliminary energy assessments are used to select buildings for advanced energy audits and retrofits through the Capital Asset Retrofit Fund or Energy Priorities Investment programs. The GNWT also promotes public awareness of energy use and conservation, community energy planning, participates in energy fairs, and shares information and expertise with other groups and territories.

PWS is providing technical support to the department of Environment and Natural Resources for the development of a GNWT Climate Change and Adaptation Framework. PWS contributes to a number of national level forums and committees on climate change and adaptation including:

- Canadian Standards Association (CSA),
- Standards Council of Canada (SCC)/AANDC - Northern Advisory Committee (NAC)
- Public Infrastructure Engineering Vulnerability Committee (PIEVC),
- National Round Table on Environment and the Economy Committees,

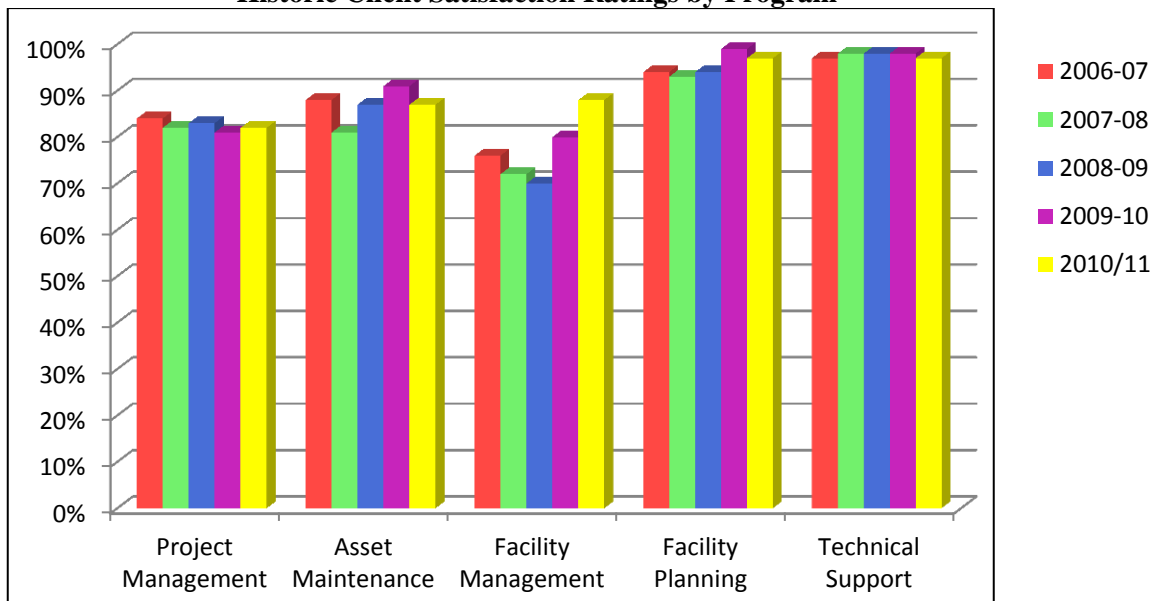
The GNWT and PWS are managing projects to protect existing buildings from climate change effects (such as foundation deterioration and increased snow loading), planning and constructing new infrastructure which will be suitable for anticipated future climate conditions, implementing alternative energy projects, and mapping permafrost vulnerabilities. PWS has contributed to, and continues to support, research into climate change trending and temperature prediction in the Western Arctic. Ground temperature measurement and monitoring are being performed at selected buildings in Inuvik and the Mackenzie Delta and Sahtu regions.

**Measures Reporting**

Client Satisfaction Surveys in the areas of project management, asset maintenance, facility management, facility planning and technical support services.

Target: 80% satisfaction

**Historic Client Satisfaction Ratings by Program**



**Deferred Maintenance:**

Target: 100% of identified life safety deferred maintenance issues addresses through deferred maintenance funding

- In 2010/11, 98% of life safety deferred maintenance issues were addressed through deferred maintenance funding. There was \$9.52 million of Priority 1 items that were identified at the start of the 2010/11 fiscal year. The end result was that \$9,33 million was spent on Priority 1 items which translated to 98 percent of life safety issues being addressed during 2010/11 through deferred maintenance funding.

**Asset Maintenance:**

Target: 100% of code mandated Preventative Maintenance work completed

- In 2010/11, there were 10,919 code mandated Preventative Maintenance work orders generated by the department. Of that total, 10,161 were completed which equates to 93%.

**Property Management:**

Target: 90% of accommodations meet GNWT standards and criteria

- In 2010/11, 95% of office space utilized meets the standard. The total amount of space that is managed by PWS is as follows:
  - 44,550.9 square metres of leased space
  - 12,601.4 square metres of owned space

## **KEY ACTIVITY 3: TECHNOLOGY SERVICE CENTRE**

### **Description**

The Technology Service Centre (TSC) provides Information Technology (IT) services and support to GNWT departments and the Deh Cho and Sahtu Health Authorities. The TSC is responsible for the network that interconnects over 120 departmental local area networks in government offices, schools and health care facilities in all 33 communities. The TSC maintains the government's e-mail, servers and data storage infrastructure as well as provides desktop/laptop support and application hosting.

The TSC manages the government's primary GNWT Data Centre in Yellowknife as well as the Data Centre located in the Stuart M. Hodgson Building which provides secondary/backup site functions. The TSC is also responsible for two smaller data centres in Fort Smith and Inuvik.

All calls for TSC assistance are handled through the TSC's Service Desk. The TSC continues to focus on becoming increasingly client-focused. It is also committed to enhancing the TSC services and support through ongoing quality and process improvement.

### **Major Program and Service Initiatives 2012-13**

#### **Enterprise Network Strategy (ENS)**

2012/13 marks the final year of the GNWT's five year Enterprise Network Strategy. Since 2008, the strategy has led to many network improvements across the NWT. Late in 2011/12, the TSC completed a major upgrade to the Digital Communications Network (DCN). This provided an overall increase in bandwidth and speed, traffic prioritization capability, separate Internet routing for schools and Aurora College, and a dedicated link to the south for medical digital imaging data. Additional fibre infrastructure was provided in many communities to increase connection speeds to Aurora College.

In 2012/13, the TSC will start developing a new network strategy that will include improvements to the Municipal Area Network (MAN) to build more local network redundancy. In 2011/12, wireless networking was piloted at the Legislative Assembly and proven successful. The opportunity for future implementations will be considered as part of developing the future network strategy.

#### **New Services**

The demand for video conferencing services continues to grow among GNWT departments and NT residents. The TSC has worked closely with the department of Health and Social Services to launch an in-house GNWT video bridge and will leverage this work to offer a video conference service to other departments. This will take time to develop, to ensure that the service is delivered in an equitable and cost-effective manner and will be managed through establishment of a new rate structure in the TSC chargeback funding model.

Mobile devices such as iPads were introduced late in 2011/12. Working with the Office of the Chief Information Officer, the TSC will continue to research, implement and provide network support for these devices as the appropriate use policies are established and implemented.



### **Continual Service Improvement**

- In 2012/13, the TSC will start planning its strategy to migrate from Internet Protocol version 4 (IPv4) to Internet Protocol version 6 (IPv6) over the next several years.
- The TSC, in conjunction with the Office of the Chief Information Officer (OCIO), has started a review of GNWT telecommunications requirements and the opportunities available with emerging technologies.
- The TSC will continue to support advancement of the Mackenzie Valley Fibre Link Project.
- In support the GNWT's Devolution initiative through the Property, Assets, Records, Contracts and Information Technology (PARCC) committee, the TSC will work towards achieving the IM/IS/IT objectives of Devolution.
- Other initiatives include ongoing enhancements to the GNWT's desktop hardware and software such as the Windows 7/Microsoft Office 2010 and asset management tools to better manage Enterprise licensing and associated costs. The TSC will be implementing a new service desk solution that offers additional functionality and metrics benefiting the TSC service desk and departments. The TSC is also working with departments to plan and implement an external Share Point solution to facilitate departmental communication with external clients and contractors.

The TSC will continue to provide input and support to the GNWT's Digital Integrated Information Management System (DIIMS) implementation in PWS, and future implementations planned for other GNWT departments in 2012/13.

The new data centre in Yellowknife was completed in May 2011. The TSC is now engaged in the longer term plan to increase redundancy and backup capabilities of this new primary data centre with the Stuart M. Hodgson secondary data centre. Working with the OCIO, TSC and departments, work will continue to develop a GNWT-wide Disaster Recovery and Business Continuity Plan.

### **TSC Green Initiatives**

As part of its IT evergreening process that includes the infrastructure maintained in the GNWT Data Centres and the microcomputers deployed across GNWT departments, the TSC, where possible, acquires computing technologies that reduce the use of hazardous materials, maximize energy efficiency during the product's lifetime, and promote the recyclability or biodegradability of defunct products.

In addition, all TSC maintained microcomputers that become surplus as part of routine evergreening procedures are first offered for re-distribution to NGO's, with the unused surplus being transported back to Yellowknife and recycled to specialized recycling facilities in southern Canada.

Measures Reporting

Measure 1 - Computing and Data Communications

Target: 80% satisfaction



The TSC carries out client satisfaction surveys in February and March. The overall client satisfaction rating for 2010/11 was 85% while the rating in 2009-10 was 86%. In total, 799 clients responded to the survey which is 17% of all 4,700 network clients served by the TSC.

Measure 2 - Desktop Support Services

**Number of Service Desk Calls answered within 30 seconds**

Target: 90% of total

- In 2010/11, 84% of calls were answered within 30 seconds. In total 21,389 calls were handled by the TSC Help Desk.

**Number of Service Desk Calls resolved without sending a TSC technician**

Target: 65% of total

- In 2010/11, 65% of calls were resolved without sending a TSC technician. In total 21,389 calls were handled by the TSC Help Desk.

**Number of Service Desk Calls followed up for quality control**

Target: 1000 calls followed up

- In 2010/11, 1,018 calls were followed up for quality control.

**Prime time availability of file and printer servers**

Target: 99.9% during prime time

- In 2010/11, file and printer servers had an availability in excess of 99.9 % were available during prime time.

Measure 3 – Computing and Data Communications

**Number of Major Security Incidents**

Target: less than 2/year

- In 2010/11 there were no major security incidents.

## KEY ACTIVITY 4: PETROLEUM PRODUCTS

### Description

The Petroleum Products Division (PPD) manages the purchase, transport, and storage of petroleum products in NWT communities not served by the private sector. The products are sold to residents of sixteen communities through local contractors who are paid a commission. PPD also provides fuel delivery and maintenance services to NWT Power Corporation tank farm facilities in twenty communities.

PPD financial and administrative headquarters, with responsibilities for credit, invoicing, collections and financial planning, are located in Fort Simpson. The Fuel Services group oversees operations in the communities and manages local delivery contractors, determines re-supply quantities, provides quality control, capital standards and planning, and environmental management.

The PWS Asset Maintenance group within PPD manages the operations, maintenance and disposal of GNWT goods and buildings throughout the Nahendeh Region, and when requested supports community governments in the management of their infrastructure responsibilities.

### Major Program and Service Initiatives 2012-13

#### ***Petroleum Products Management Information System***

To reduce administrative costs and increase inventory accuracy and control, PPD will continue to refine its fuel management information system. The installation of “point-of-sale” devices for sales data collection in additional communities will complement the system to provide improved loss control and enhanced security of government assets and protection of the environment. PPD has contracted a review of fuel sales data collection software and hardware to determine the technical improvements and upgrades that would be most beneficial to implement during 2012/13.

#### **Credit and Debit Card Service**

To enhance service and customer convenience, PPD will install credit/debit card transaction systems. Credit/debit card equipment was installed at Wrigley in February 2012 and is operating as a pilot project. The plan is to have these service available at all PPD-supported communities by March 2013.

#### **Fuel Delivery and Maintenance Services - Northwest Territories Power Corporation**

PPD entered into a ten-year agreement (2005-2015) to provide fuel supply and maintenance services for twenty NTPC fuel storage facilities. This consolidation of volume has had a direct and positive impact on PPD operating levies charged to customers. PPD uses the bulk fuel storage capacity of GNWT and NTPC facilities to combine and manage inventory to the advantage of both organizations and their customers. A 50% overall increase in NTPC consumption beginning in 2012 will place additional demands on PPD operational resources.

#### **Marine Supply and Transportation**

The current marine Petroleum Products Supply and Delivery Agreement expires in 2012. In 2012/13, PPD will commence activities to establish a new contract for marine transportation services for 2013 and beyond.

#### **Marine Supply and Transportation Model**

To effectively mitigate the cost of transportation, PPD will work with the contracted marine carrier to

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maximize the volume of fuel transported to the GNWT by bulk tanker via the Alaskan “over the top” route relative to the volume of fuel transported via the traditional Mackenzie River route, and to pass the resulting cost savings to the GNWT through reduced freight prices.

### ***Fuel Facilities Design, Specifications and Drawings Revision Project***

The Northern Fuel Storage and Distribution Facilities Design Rationale, the Specifications, and the Detailed Drawings documents used by PPDS are being reviewed and revised to incorporate the most recent code requirements and best building practices.

### ***Community Fuel Delivery Contractor Support and Training***

To provide superior fuel services delivery within communities, PPD will continue providing a comprehensive multi-year contractor training program focusing on the best health, safety and environmental practices in fuel dispensing and distribution, as well as best business practices associated with inventory and financial management and enhanced customer service. This program was provided to PPD fuel service contractors in 14 communities during 2011/12. Training will be delivered to the two remaining community contractors in 2012/13 and will be routinely delivered as required in future.

### ***Aviation Fuel Program Contractor Support and Training***

To provide optimal fuel service to the aviation industry at a reasonable cost, PPD has reviewed their aviation fuel facilities, policies, and procedures. Aviation fuel services will be provided in accordance with industry best practices and quality control, to ensure the reliable and safe storage and dispensing of the highest quality aviation fuel to the aircraft serving our remote communities. Aviation fuel service operations manuals were developed and community-specific training was delivered to all aviation fuel service contractors in 2011/12. Training will be delivered as-required in 2012/13 and on-going.

## **Measures Reporting**

### ***Measure 1- Number of incidents of fuel rationing***

Target: Zero Incidents

- There were no incidents in 2010/11.

### ***Measure 2- Number of incidents of fuel run-out***

Target: Zero Incidents

- There were no incidents in 2010/11. Where deliveries are observed to be missed or fuel volumes in customer tanks are estimated to be reaching unacceptably low levels, contractors are contacted directly by PPD.

### ***Measure 3- Administration and overhead costs as a percentage of gross expenditures***

Target: Less than 15% of gross expenditures

- Administration and overhead costs were 11% in 2010/11. Two expenditure components, the purchase price and transport of fuel, and commissions paid to local delivery contractors have historically accounted for at least 75 percent of PPD’s annual budget. Increased revenues associated with the provision of fuel services to NTPC under the Fuel Management Services Agreement have caused these expenditure components to increase to greater than 85 percent of PPD’s annual budget.

***Measure 4 - Number of litres of fuel spilled as a percentage of annual sales volume***

Target: All spills combined total less than 0.01% of annual sales volume

- In 2010/11 there was one fuel spill occurrence resulting in 20 litres of gasoline being spilled. The amount spilled represents 0.0001% of annual sales volume so the measure of less than 0.01% of annual sales volume was met. PPD sold 27,533,756 litres of fuel in 2010-11.

## ***c) Responding to Priorities of the 17<sup>th</sup> Assembly***

The Department is undertaking in the following activities in support of the priorities identified by the 17<sup>th</sup> Assembly:

### **Priority 1 – Building a Strong and Sustainable Future for our Territory by...**

#### **Description**

Negotiating and implementing a devolution final agreement

#### **Planned Activities for 2012-13**

PWS is the lead of the Property, Assets, Records, Contracts and Information Technology Committee for Devolution.

#### **Description**

Working with our partners to ensure responsible stewardship through our land and resource management regime

#### **Planned Activities for 2012-13**

- PWS is a member of the GNWT's Environmental Remediation Committee. The committee monitors the contaminate sites where the GNWT has ownership or responsibility for the assessment and restoration, ensuring present and future risks are mitigated and there is a consistent and coordinated effort in addressing the GNWT liabilities for contaminated sites.
- Through its Petroleum Products Division, PWS will continue undertaking environmental site assessments of its bulk fuel storage facilities and manages the required remediation projects.
- PWS continues to advance measures as part of Green Procurement.
- PWS is a member of the GNWT's Green Advisory Team that provides advice on environmental stewardship and energy efficiency initiatives with respect to GNWT operations
- PWS routinely recycles IT equipment like computers to NGOs and specialized recycling facilities in southern Canada
- PWS is a member of the Steering Committee on Source Water Protection Planning, and a member of the Federal/Provincial/Territorial Sub-committee for review of the Guidelines for Canadian Drinking Water Quality.
- PWS works with other departments to ensure quality water management systems and processes are in place in communities
- PWS is a member of Northern Infrastructure Standardization Initiative (NISI) committee. NISI aims to help northern communities manage climate change and infrastructure-related risks through the provision of northern-specific codes, standards and related instruments (CSRIs) relating to infrastructure design, planning and management.
- PWS is a member of the Public Infrastructure Engineering Vulnerability Committee (PIEVC). Started in 2005, this committee is looking broadly at infrastructure vulnerability to climate change impacts from an engineering perspective. This committee consists of senior representatives from federal, provincial, territorial and municipal levels of governments in Canada along with several non-government organizations. One of the key objectives of PIEVC is to identify new engineering codes and standards to address climate change.

**Priority 2 – Increase employment opportunities where they are most needed by...**

**Description**

Decentralizing more GNWT positions

**Planned Activities for 2012-13**

- PWS has 12 Settlement Maintainer positions in the communities of Fort Providence, Fort McPherson, Aklavik, Tuktoyaktuk, Deline, Ft Good Hope, Sachs Harbour, Tulita, Ulukhaktok, Behchoko, Fort Resolution and Wrigley. PWS will continue monitoring the delivery of maintenance services for individual communities and identify where additional settlement maintainer positions may be necessary to compliment current private sector resources to ensure acceptable service levels are maintained.
- PWS has an apprenticeship program with 11 positions located in the communities of Fort Smith, Hay River, Fort Simpson, Inuvik and Norman Wells. All eleven positions are filled with ten of the positions filled by Indigenous Aboriginal employees.
- The Petroleum Products Division is headquartered Fort Simpson with 10 positions located between it and Inuvik.
- Electrical/Mechanical Safety Inspection activities in PWS are decentralized with Boiler/Gas and Electrical inspectors in Hay River and Inuvik.
- A decentralized model for Project Management, Asset Maintenance and Records Storage activities is in place, delivered and managed through regional centres and area offices.

**Description**

Reducing dependency on government by encouraging people who are able to enter or remain in the workforce.

**Planned Activities for 2012-13**

- PWS' Preventative Maintenance and Deferred Maintenance programs use a combination of local and regional contracted services to help deliver this program.
- PWS' Petroleum Products Division operations in 16 communities using local fuel delivery contractors to deliver the service. Training is offered to local contractors as part of this activity.

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### **Priority 3 – Building Strengthen and diversify our economy by...**

#### **Description**

Mackenzie Valley Fiberoptic Link

#### **Planned Activities for 2012-13**

- PWS' Technology Service Centre will continue to work closely with the Office of the Chief Information Officer to advance this priority.

#### **Description**

Supporting the Mackenzie Gas Pipeline project

#### **Planned Activities for 2012-13**

- Access to granular sources is key to economic development like the MGP; PWS continues to monitor 74 identified granular borrow sites required for the construction of this project as part of its Interdepartmental Granular and Environmental Remediation Committee responsibilities.

### **Priority 5 – Ensure a fair and sustainable health care system by...**

#### **Description**

Addressing health facilities deficit

#### **Planned Activities for 2012-13**

- PWS continues to work with Health & Social Services to advance their priority projects such as the Hay River Health Centre, Behchoko Long Term Care Facility and the Norman Wells Health Complex, Fort Providence Health Center, Behchoko Long Term Care Facility, Norman Wells Health/Long Term Care Complex and Stanton Hospital.



## ***d) Infrastructure Investments***

### **Planned Activities – 2012-13**

#### ***Stuart M Hodgson Bldg – Air/Vapor Barrier Remediation***

The Stuart M Hodgson Building is over 25 years of age and the building envelope has deteriorated with time and it no longer meets the current standard of air tightness and thermal resistance and needs to be remediated. The first phase of this work is scheduled to commence in 2012/13.

#### ***Tank Farm - Capacity Increase/Code Upgrade - Tulita***

The storage capacity for gasoline can no longer meet demand and future sales forecasts for diesel fuel indicate the existing storage capacity will be insufficient to meet demand by 2017.

The operator's shelter building needs to be replaced due to its age and condition. The gasoline and motive diesel dispensers are in poor condition and must be replaced, and additional steel piping is required between the dispenser and the diesel storage tanks. Overfill protection equipment must be installed to mitigate the risk of tank overflow and improve protection of the environment.

#### ***General Purpose Office Building (Yellowknife)***

PWS was approved for the construction of a GNWT-owned building in Yellowknife containing approximately 6,000 m<sup>2</sup> of general purpose office space. The savings from owning and operating a new building are considerable and the addition of this much space is expected to have a positive impact on the market and economy.

The long term savings to the GNWT over the 40 year life of a new building are estimated to be \$100 million and approximately \$145 million if the residual value of the building is included. The design and construction of this project is scheduled to commence in 2012/13.

#### ***Deferred Maintenance Program***

The PWS Deferred Maintenance Program has confirmed there is a requirement for increased levels of maintenance on territorial infrastructure. To date, 700 facility condition assessments have been completed and the information on all assets is available to client departments from a central database maintained by PWS.

Through these detailed facility condition assessments, PWS, over the past three years, has identified and prioritized critical maintenance deficiencies in the majority of the GNWT's building infrastructure. The initial 2008/09 facility condition survey established that there was over \$470 million in deferred maintenance associated with aging GNWT infrastructure.

Between 2008/09 and 2011/12, a total of \$34.3 million in capital and operations and maintenance (O&M) funding was approved for the GNWT's Deferred Maintenance Program managed by PWS. In 2012/13, the program will continue to address deferred maintenance issues primarily consisting of:

1. Structural failures
2. Building Code issues related primarily to 'life and safety'

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3. End of life of existing building components
4. Roof and exterior envelope failures
5. Additional issues related to Building and Fire Codes (mostly fire alarm and suppression systems)

### ***Capital Asset Retrofit Fund (CARF)***

In support of the GNWT's Energy Plan and Greenhouse Gas Strategy, PWS has undertaken numerous energy management initiatives and projects on government-owned buildings and facilities and established the Capital Asset Retrofit Fund (CARF) program.

With utilities funding and responsibility consolidated in PWS, the department is capturing the ongoing operational savings identified through energy investments at a corporate level and is re-profiling these savings to offset the cost of delivering future energy conservation projects. The total realized savings in 2010/11 annual utility costs achieved from these investments was \$654,000. These were generated from PWS energy conservation projects including the installation of biomass heating systems, the conversion to electric heat and a variety of energy upgrades in various buildings.

PWS will continue to track and re-direct ongoing operational savings realized from energy investments to help offset the costs of delivering future energy conservation projects. The longer term objective of this initiative is to make the Capital Asset Retrofit Fund program self-sustaining.

### ***Fuel Delivery Vehicles – Tulita & Lutsel K'e***

These trucks were acquired in 2002 and vehicle inspections have confirmed their need of replacement in accordance in 2012/13 in accordance with PPD's fleet management replacement schedule. Not replacing these vehicles would lead to increased maintenance costs, reduced reliability and increased risk of failure of an essential service, potentially resulting in damage to property and risk to health and life.

### ***TSC - Departmental Infrastructure***

This project supports the new information technology (IT) infrastructure (server and/or storage and network) for the GNWT data centre(s) and required in support of new approved departmental Information System (IS) projects.

Some of the specific departmental projects that have impacted the TSC's IT infrastructure requirements include:

- Electronic Records & Document Management System (Finance)
- Electronic Medical Records (H&SS)
- Wildlife Management System (WMIS) (ENR)

### ***TSC - Critical Infrastructure Evergreening***

This project supports critical infrastructure acquisitions, based upon evergreening requirements (20% of equipment over five year life span) and growth driven by departmental initiatives. These are needed to maintain and enhance the core IT infrastructure.

## *e) Legislative Initiatives*

### *Planned Activities – 2012-13*

The Department has no legislative initiatives planned for 2012/13.

## f) Human Resources

### Overall Human Resource Statistics

#### All Employees

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>249</b>		<b>255</b>		<b>244</b>		<b>237</b>		<b>243</b>	
<b>Indigenous Employees</b>	<b>128</b>	<b>51%</b>	<b>134</b>	<b>52%</b>	<b>115</b>	<b>47%</b>	<b>109</b>	<b>46%</b>	<b>113</b>	<b>46%</b>
<b>Aboriginal</b>	<b>88</b>	<b>35%</b>	<b>90</b>	<b>35%</b>	<b>83</b>	<b>34%</b>	<b>75</b>	<b>32%</b>	<b>78</b>	<b>32%</b>
<b>Non-Aboriginal</b>	<b>40</b>	<b>16%</b>	<b>44</b>	<b>17%</b>	<b>32</b>	<b>13%</b>	<b>34</b>	<b>14%</b>	<b>35</b>	<b>14%</b>
<b>Non-Indigenous Employees</b>	<b>121</b>	<b>49%</b>	<b>121</b>	<b>47%</b>	<b>129</b>	<b>53%</b>	<b>128</b>	<b>54%</b>	<b>130</b>	<b>53%</b>

Note: Information as of December 31.

#### Senior Management Employees

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>10</b>		<b>10</b>		<b>10</b>		<b>8</b>		<b>10</b>	
<b>Indigenous Employees</b>	<b>4</b>	<b>36%</b>	<b>4</b>	<b>40%</b>	<b>4</b>	<b>40%</b>	<b>3</b>	<b>38%</b>	<b>5</b>	<b>50%</b>
<b>Aboriginal</b>	<b>2</b>	<b>18%</b>	<b>2</b>	<b>20%</b>	<b>2</b>	<b>20%</b>	<b>0</b>	<b>0%</b>	<b>2</b>	<b>25%</b>
<b>Non-Aboriginal</b>	<b>2</b>	<b>18%</b>	<b>2</b>	<b>20%</b>	<b>2</b>	<b>20%</b>	<b>3</b>	<b>38%</b>	<b>3</b>	<b>25%</b>
<b>Non-Indigenous Employees</b>	<b>6</b>	<b>64%</b>	<b>6</b>	<b>60%</b>	<b>6</b>	<b>60%</b>	<b>5</b>	<b>63%</b>	<b>5</b>	<b>50%</b>
<b>Male</b>	<b>9</b>	<b>91%</b>	<b>9</b>	<b>90%</b>	<b>9</b>	<b>90%</b>	<b>8</b>	<b>100%</b>	<b>10</b>	<b>100%</b>
<b>Female</b>	<b>1</b>	<b>9%</b>	<b>1</b>	<b>10%</b>	<b>1</b>	<b>10%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>

Note: Information as of December 31.

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>117</b>		<b>120</b>		<b>123</b>		<b>106</b>		<b>113</b>	
<b>Male</b>	<b>109</b>	<b>93%</b>	<b>114</b>	<b>95%</b>	<b>109</b>	<b>89%</b>	<b>96</b>	<b>91%</b>	<b>102</b>	<b>90%</b>
<b>Female</b>	<b>8</b>	<b>7%</b>	<b>6</b>	<b>5%</b>	<b>14</b>	<b>11%</b>	<b>10</b>	<b>9%</b>	<b>11</b>	<b>10%</b>

Note: Information as of December 31.

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>5</b>	<b>2.0%</b>	<b>4</b>	<b>1.6%</b>	<b>4</b>	<b>1.6%</b>	<b>4</b>	<b>1.7%</b>	<b>4</b>	<b>1.6%</b>

Note: Information as of December 31

Position Reconciliation

This information differs from the employee information on the preceding page; Human Resource information reflects actual employees as of December 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

	<b>2011-12</b>		<b>2012-13</b>
	<b><u>Main Estimates</u></b>	<b><u>Change</u></b>	<b><u>Business Plan</u></b>
Total Appropriated	202	1	203
<b>Total</b>	<b>202</b>	<b>1</b>	<b>203</b>
Total Chargeback (TSC)	57	1	57
Total Revolving Fund (PPD)	14	1	15
Indeterminate full-time	<b>273</b>	<b>2</b>	<b>275</b>
Indeterminate part-time	<b>0</b>	<b>1</b>	<b>1</b>
Seasonal	<b>0</b>	<b>0</b>	<b>0</b>

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
Application Administrator (FT)	Yellowknife	HQ	Added	2012-3 Approved Forced Growth - Document Management
Trainer/Systems Support (FT)	Yellowknife	HQ	Added	2012-3 Approved Forced Growth – Document Management
Project Officer (FT)	Yellowknife	North Slave	Deleted	Sunset on 2011-12 Forced Growth Position
Electrician (FT)	Inuvik	Inuvik	Deleted	Position re-located to Norman Wells
Electrician (FT)	Norman Wells	Inuvik	Added	Position relocated from Inuvik
Security Manager (FT)	Yellowknife	HQ	Added	2012-3 Approved Forced Growth - Security Strategy Implementation
Information Coordinator (PT)	Yellowknife	HQ	Added	Administrative support for increased workload in PPD Revolving Fund

Other Positions

Summary:

	<b>2011-12</b>		<b>2012-13</b>
	<b><u>Main Estimates</u></b>	<b><u>Change</u></b>	<b><u>Business Plan</u></b>
<b>Total</b>	-	-	-
Indeterminate full-time	-	-	-
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
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There have been no changes to PWS positions.

**Other Human Resource Information**

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011. The information is current as of December 31, 2011.

<b>Summer Students</b>				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
17	17	14	3	

Note: Information as of August 17

<b>Interns</b>				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
1	0	0	0	1

<b>Transfer Assignments (In)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
12	7	2	5	5

Note: Information as of December 31

<b>Transfer Assignments (Out)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
5	2		2	3

Note: Information as of December 31

**Activities Associated with Staff Training & Development**

***Recruitment and Retention***

The Department ensures that its job descriptions do not contain systemic barriers for affirmative action candidates and equivalencies are established for all positions. Selection criteria and questions fairly reflect the job requirements and are not structured to exclude any affirmative action groups. As much as possible, PWS has standard job descriptions.

The Department continues to experience difficulty recruiting affirmative action candidates for its professional and technical positions due to the educational requirements associated with these positions. The Department continues to pursue opportunities in the Northern Graduate Program but there are not enough registered graduates in these disciplines to fill the available positions. The Department continues to sponsor the math and science awards for schools throughout the NWT to encourage students to continue with these subjects, which are a requirement for engineering and architecture post-secondary programs.

In 2011/12, PWS started developing a Human Resources (HR) plan as part of the GNWT's response to recommendations made in the public service strategic plan, 20/20: A Brilliant North. This HR plan will form the Department's strategic approach with respect to its current and future human resource needs including the development and retention of staff. The HR plan will be finalized in 2012/13.

The HR plan will be assessed and reported on annually against the established performance measures identified in the action plan. Human resource objectives will also be reviewed annually to ensure that they continue to meet the human resource needs of the Department.

#### ***Northern Trades Apprenticeship Program***

The shortage of skilled trades people in the NWT and in other areas of Canada continues to be a problem, and remains a contributing factor in the rising construction costs and delays in project delivery. In addition, departments and NWT community governments have always experienced difficulty staffing trades positions, especially in the smaller communities.

Starting in 2007-08, the Department was approved for eight positions. In 2009-10, the Department added new apprentice electricians in Fort Smith and Hay River, and in 2010-11, the Department established a new Plumber Apprentice position in Fort Smith. The total number of apprentice positions in the Department is eleven.

#### ***Settlement Maintainers***

In 2010/11, PWS was approved for six new permanent Settlement Maintainer positions in the communities of Ulukhaktok, Sachs Harbour, Tulita, Wrigley, Fort Resolution and Behchoko. With these six the total number of Settlement Maintainer positions in the department is twelve. The addition of these positions is allowing PWS to better manage the maintenance activities at the community level.

#### ***GNWT Leadership Programs***

In 2012/13, the Department has two employees in the Emerging Managers program and one in the Executive Leadership program. Between 2004/05 and 2010/11, PWS has had a total 12 employees participating in the GNWT's Emerging and Middle Manager and Executive Leadership programs.

## ***g) Information Systems and Management***

The following is a brief summary of the computerized information management systems deployed in Public Works and Services (PWS) in support of its mandated functions.

### ***Computerized Maintenance Management System (CMMS)***

The application is used to administer the preventative and on-demand maintenance activities managed by PWS on government owned buildings, works, vehicles and equipment.

### ***Mechanical/Electrical Safety Permits and Inspections System***

The application is used to administer permit applications and inspections for all electrical, elevator, boiler and pressure vessel, and gas installations in the NWT. It is also used to administer all new design registrations (boilers and pressure vessels) submitted by manufacturers wanting their products registered for use in the NWT. Administration of all workers certified (registration and renewal) to work in the NWT is another component of the system.

### ***Digital Integrated Information Management System (DIIMS)***

In 2011/12, as part of a pilot project, PWS began implementing a new electronic records and document management system known as Digital Integrated Information Management System (DIIMS). DIIMS is a corporate system adapted to meet GNWT business requirements. It enables the lifecycle management of corporate information from the creation to archiving or destruction. Information stored within the DIIMS repository enables GNWT business users to access, share, search, and collaborate on corporate information. The new records management software is also being used to manage storage within the five GNWT Records Centres.

### ***Petroleum Products Fuel Management System (ENERGY)***

The application is used by the Petroleum Products Division (PPD) to capture and administer the information related to the sale of fuel products, contractor payments, fuel inventories and financial reporting purposes. To reduce operational and administrative costs and increase inventory accuracy and control, installation included implementation of fuel inventory control and accounting software, “Point of Sale” devices and “Card-Lock” self-serve dispensing equipment, as well as electronic inventory monitoring and metering equipment.

### ***Facility Condition Database (VFA)***

This is an application used to manage information about the condition of facilities and building systems maintained by the department. It is a centralized application first used in conjunction with the Wood Pile Remediation Program to collect data used in generating Building Condition Assessment reports, and it continues to be used with the Deferred Maintenance Program.

It supports the collection and management of a wide range of asset information, such as location, structure, type, uses, conditions, requirements and their associated costs, and related projects and plans. It integrates cost data from RSMeans and lifecycle data from Building Owners and Managers Association (BOMA) to ensure reliable cost projections for deferred maintenance and systems renewal.



*Planned Activities - 2012-13*

***Digital Integrated Information Management System (DIIMS)***

The DIIMS software solution being implemented in PWS is part of a multi-year GNWT-wide initiative managed by the Office of the Chief Information Officer (OCIO). DIIMS has replaced the document management system used by PWS along with the Integrated Recorded Information Management System (iRIMS) that has been used throughout the GNWT since 1999. System implementation started in 2011/12 and should be completed in the first quarter of 2012/13.

Complete system implementation is contingent on a fully functional system and stable operating environment, and at that time ownership and the on-going maintenance of DIIMS will transition to PWS. The next planned project phase will include the Departments of Municipal & Community Affairs (MACA), Environment & Natural Resources (ENR) and Industry, Tourism and Investment (ITI). To that end, PWS was approved through 2012/13 Forced Growth initiatives for two IS support positions to administer the system and provide ongoing training and support as system implementation progresses to the next group of departments.

This is a new system environment for the GNWT and represents a significant change management challenge for PWS and future departments. The opportunity and timing for future deployments will be contingent on staffing the new IS support positions and a fully functional system and stable operating environment.

# TRANSPORTATION



## 1. OVERVIEW

### MISSION

The Department of Transportation's mission is to provide for the safe, secure, accessible and reliable movement of people and goods to serve the social and economic needs and aspirations of the people of the Northwest Territories.

### GOALS

1. The NWT transportation system continues to improve.
2. The NWT has an ongoing high level of Northern business and employment opportunities in the public and private transportation sectors.
3. The NWT has a safe and secure transportation system in all modes.
4. The Department has a high performance workplace that is adaptable, effective, efficient and innovative in delivering programs and services.
5. The Department will continue to ensure that the high quality of the NWT environment is maintained.
6. The Department supports local transportation infrastructure.

### KEY ACTIVITIES

- *Corporate Management and Services*
- *Airports*
- *Highways*
- *Marine*
- *Community Access Program*
- *Road Licensing and Safety*

## 2. EMERGING ISSUES

### **Focusing Investments**

Demand from industry and the public is increasing for new roads, improved all-weather and winter roads, and airport runway extensions to support development, inter-community travel, and a reduced cost of living in communities across the NWT. In recent years, the federal government allocated a large amount of infrastructure funding under various programs including the Canadian Strategic Investment Fund and the Building Canada Plan. The GNWT also invested in transportation infrastructure through the Reducing the Cost of Living Strategic Initiative. As these programs sunset, the Department must ensure the limited capital funds remaining are focused on priority rehabilitation needs, while exploring additional financing alternatives for capital project delivery.

### **Sustaining an Under-Developed and Aging Transportation System**

The Department is challenged by the need to upgrade substandard transportation infrastructure and to rehabilitate and replace aging infrastructure with limited resources. Much of the existing infrastructure in the NWT was built to the standards of the day and now requires extensive investments to maintain operability and reliability. Major culverts, bridge structures, and maintenance buildings are reaching the end of their lifecycles and must be rehabilitated or replaced. Investments are also required to replace chipsealed sections of the highway that have reached the end of their service lives (typically 5 to 7 years). If chipsealed sections are not resurfaced, then they must be returned to gravel to maintain safety.

Modernizing practices through innovation will assist the Department to optimize resources and address the aging transportation system. Investments in technology will increase efficiency, improve productivity, system performance, and reliability.

### **Expanding the System to Connect Communities and Enable Development**

Expansion of the Northwest Territories' transportation system will facilitate the diversification of the NWT economy and improve the quality of life for citizens who will gain increased access to essential services, economic opportunities, increased mobility, and a reduced cost of living.

The NWT has enormous potential for non-renewable resource development to increase economic growth for the territory and Canada. The vast mineral potential alone is consistently ranked by mining companies surveyed by the Fraser Institute as one of the highest in North America, yet the NWT continues to have insufficient infrastructure required to access its full potential. Development projects such as the Mackenzie Gas pipeline, Prairie Creek Mine, Avalon Resources, Ghacho Koe, and Fortune Minerals would benefit from an improved transportation network.

### **Regional Disparity in Capital Investments**

In recent years, with federal programs, the Department has been able to address priority areas across all regions. Now, the Department is facing the difficult fiscal challenge of meeting regional transportation infrastructure needs with limited funding. These federal infrastructure programs end and the GNWT's capital budget returns to a \$75 million limit for territorial infrastructure programs. Meanwhile, program areas have competing infrastructure needs.

Federal investments into large projects such as the Inuvik to Tuktoyaktuk Highway and the rehabilitation of Highway 4 may create the appearance of regional disparity raising political questions in light of other infrastructure needs.

### **Ensuring Environmental Sustainability**

The health of the environment continues to be the focus of public attention at territorial, national, and international levels. The Department recognizes the importance of environmental considerations and continues to foster a corporate culture of excellence across all programs and services. Efforts range from implementing operational improvements for greater energy efficiencies and reduced fuel consumption to advance climate change research. Such environmental initiatives will be central to realizing the Department's long-term environmental stewardship objectives.

### **Accommodating Increasing Regulatory Requirements**

The Department is subject to an increase in regulatory requirements aimed at protecting the environment and ensuring public safety within the transportation system. In addition to territorial standards, the Department must comply with federal transportation safety, security, and environmental regulations. These regulations add increased monitoring and reporting responsibilities to staff workloads, driving a need for additional effort and resources.

### **Adapting to Climate Change**

The NWT transportation system is vulnerable to the effects of climate change. Vital infrastructure is built on discontinuous permafrost. The operating season for winter roads and ice crossings rely on ice, snow, and cold temperatures. Over the past 20 years, the trend to warmer than normal temperatures has delayed the opening of ice bridges, reduced the operating window of the winter road system, increased O&M costs, increased the use of consumables such as sand and salt, and has led to increased variability and unreliability within the transportation system. Permafrost degradation increases the cost of operations and maintenance and accelerates the need for capital rehabilitation. Pressure is increasing to adapt to the effects of climate change by improving surface and drainage conditions on highways and airport runways, realigning winter roads to overland right-of-ways, and building permanent bridges to extend and stabilize the winter road seasons.

### **Addressing Human Resource Pressures**

A healthy, productive, and sustainable workforce is essential. One of the Department's significant challenges is age-related attrition. With 43 percent of the current workforce over the age of fifty, 29 percent of the Department's staff is eligible to change due to age-related attrition within the next five years. This is especially critical when examining the workforce by the type of position. Between 38 and 45 percent of middle and senior managers, engineers, technologists and service personnel such as Highway Transport Officers, are eligible to retire within the next five to ten years,

### 3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the department’s operation expenses and revenues.
- b) **Key Activities** describes the Department’s major programs and services, including strategic activities, as well as results to date and measures.
- c) **Responding to Priorities of the 17<sup>th</sup> Legislative Assembly** describes Department initiatives that meet the priorities and goals of the 17<sup>th</sup> Assembly.
- d) **Infrastructure Investments** gives an overview of the Department’s infrastructure investments to date and activities planned for 2012-13.
- e) **Legislative Initiatives** provides a summary of the Department’s legislative initiatives during the 17<sup>th</sup> Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** include overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes Department-specific information and management systems as well as major initiatives planned for 2012-13.

#### a) Fiscal Position and Budget

#### DEPARTMENTAL SUMMARY

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OPERATIONS EXPENSE</b>				
Corporate Services	10,228	10,599	10,063	9,510
Marine	8,042	7,973	7,976	7,407
Highways	67,844	58,089	58,094	54,561
Airports	28,677	29,310	29,033	26,898
Road Licensing & Safety	4,616	4,599	4,603	4,393
Community Access Program	1,008	1,008	1,008	882
<b>TOTAL OPERATIONS EXPENSE</b>	<b>120,415</b>	<b>111,578</b>	<b>110,777</b>	<b>103,651</b>

**OPERATION EXPENSE SUMMARY**

	Proposed Adjustments					Proposed Budget 2012-13
	Main Estimates 2011-12	Forced Growth	Initiatives	Sunsets and Other Adjustments	Internal Reallocations	
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
<b>Corporate Services</b>						
Management	684	-	-	-	-	684
Information Systems	1,938	-	-	-	42	1,980
Finance	1,007	-	-	-	(2)	1,005
Occupational H&S	136	-	-	-	-	136
Employee Benefits	974	-	-	-	-	974
Regional Management	2,427	(4)	-	-	(11)	2,412
Contracts	380	-	-	-	-	380
Policy & Planning	1,649	-	142	-	(2)	1,789
Environment	504	-	-	-	-	504
Public Affairs	341	-	-	-	-	341
Amortization	23	-	-	-	-	23
<b>Total Activity</b>	<b>10,063</b>	<b>(4)</b>	<b>142</b>	<b>-</b>	<b>27</b>	<b>10,228</b>
<b>Marine</b>						
Management	2,554	(4)	-	-	-	2,550
Maintenance & Refits	1,044	-	-	-	(3)	1,041
Operations	3,594	62	-	-	-	3,656
Amortization	784	-	-	11	-	795
<b>Total Activity</b>	<b>7,976</b>	<b>58</b>	<b>-</b>	<b>11</b>	<b>(3)</b>	<b>8,042</b>
<b>Highways</b>						
Management	718	-	-	-	-	718
Winter Roads	4,522	442	-	-	-	4,964
Infrastructure	10,906	(8)	-	5,298	146	16,342
Operations	17,581	478	-	-	(160)	17,899
Amortization	24,367	-	-	3,554	-	27,921
<b>Total Activity</b>	<b>58,094</b>	<b>912</b>	<b>-</b>	<b>8,852</b>	<b>(14)</b>	<b>67,844</b>
<b>Airports</b>						
Management	703	-	-	-	(4)	699
Program Development	2,231	-	-	-	-	2,231
Operations	13,641	235	-	-	(5)	13,871
Facilities	3,618	-	-	-	-	3,618
Amortization	8,840	-	-	(582)	-	8,258
<b>Total Activity</b>	<b>29,033</b>	<b>235</b>	<b>-</b>	<b>(582)</b>	<b>(9)</b>	<b>28,677</b>
<b>Road Licensing &amp; Safety</b>						
Management	285	-	-	-	-	285
Safety and Regulations	2,166	-	-	-	(196)	1,970
Transport Compliance Sect	1,706	(3)	-	-	195	1,898
Amortization	446	-	-	17	-	463
<b>Total Activity</b>	<b>4,603</b>	<b>(3)</b>	<b>-</b>	<b>17</b>	<b>(1)</b>	<b>4,616</b>
<b>Community Access Program</b>						
Community Access Program	1,000	-	-	-	-	1,000
Amortization	8	-	-	-	-	8
<b>Total Activity</b>	<b>1,008</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,008</b>
<b>TOTAL DEPARTMENT</b>	<b>110,777</b>	<b>1,198</b>	<b>142</b>	<b>8,298</b>	<b>-</b>	<b>120,415</b>



**REVENUE SUMMARY**

	<b>Proposed Main Estimates 2012-13</b>	<b>Revised Estimates 2011-12</b>	<b>Main Estimates 2011-12</b>	<b>Actuals 2010-11</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>TRANSFER PAYMENTS</b>				
Federal Cost - shared				
Research and Development - Build Canada Plan	406	264	264	32
<b>GENERAL REVENUES</b>				
<b>General</b>				
Airports - Landing & Other Fees	3,094	2,500	2,500	2,942
Road Licensing & Safety - Exams & Certifications	171	20	20	23
Road Licensing & Safety - Fees	589	840	840	680
Road Licensing & Safety - Licenses	430	430	430	402
Road Licensing & Safety - Permits	320	420	420	313
Road Licensing & Safety - Registrations	3,775	3,675	3,675	3,773
<b>TOTAL</b>	<b>8,379</b>	<b>7,885</b>	<b>7,885</b>	<b>8,133</b>
<b>OTHER RECOVERIES</b>				
Airports - Concessions	204	290	290	324
Airports - Lease/Rental Revenue	2,665	2,450	2,450	2,525
Wood Buffalo National Park Recoveries - Parks Canada	130	130	130	278
Nav Canada Occupancy Agreement	607	550	550	594
CATSA Agreement - YK Airport HBS	127	127	127	127
Bypass Road - City of Yellowknife	-	-	-	1,756
Corporate Services - Administration Fees	130	130	130	121
Amortization of Capital Contributions	12,700	11,635	11,635	10,691
<b>TOTAL</b>	<b>16,563</b>	<b>15,312</b>	<b>15,312</b>	<b>16,416</b>
<b>REVENUES</b>	<b>25,348</b>	<b>23,461</b>	<b>23,461</b>	<b>24,581</b>

## *b) Key Activities*

### **KEY ACTIVITY 1: CORPORATE SERVICES**

#### Description

The Corporate Services key activity is comprised of the **Directorate; Policy, Planning & Environment; Public Affairs & Communications** and department-wide **Corporate Services**.

Under the guidance of the Deputy Minister, the **Directorate** provides leadership, planning, and overall management of the Department and provides strategic advice and support to the Minister.

The **Policy, Planning, and Environment** division provides services related to strategic business and capital planning, Financial Management Board decision-making instruments, ministerial briefing notes, policy and legislative initiatives, and regulations. The division is also responsible to monitor regulatory compliance and mitigate the environmental impact of Department operations.

The **Corporate Services** division provides department-wide support in human resources, finance administration, contracts and tenders, records management, information systems, occupational health and safety, and other administrative services.

The **Public Affairs and Communications** office is responsible for the Department's communication projects, strategies, and public relations.

#### Major Program and Service Initiatives 2012/ 13

##### **Continue to pursue federal infrastructure funding**

- Continue working with Infrastructure Canada to develop a long-range infrastructure investment agreement that provides flexibility to address NWT priorities, allocates funding on a base rather than per capita formula, and specifically address the strategic needs of the north.
- Continue to renew modal transportation strategies to ensure system needs are evaluated, prioritized, and well-documented
- Continue to pursue funding through various federal programs such as the Airport Capital Assistance Program (ACAP) and the Infrastructure Stimulus Fund (IFS)
- Pursue investments in technology and innovation to maximize resources including intelligent transportation solutions, such as Road Weather Information Systems, which allow maintenance personnel to identify and target salt and snow plowing needs
- Continue to work toward a funding agreement with Parks Canada for capital needs in Wood Buffalo National Park
- Continue to pursue partnership opportunities with CanNor to advance the environmental processes relating to the southern section of the Mackenzie Valley Highway

##### **Maintain the Integrity of the Transportation System**

- Concentrate efforts to ensure limited capital is focused on the highest priority areas and that sufficient capital and O&M funding is available to maintain the integrity and reliability of the system
- Prioritize investments in critical repairs, rehabilitation and replacements of bridges, culverts, and chipsealed surfaces
- Implement management systems to prioritize investments and maintain, upgrade, and safeguard transportation assets and infrastructure with limited capital funding

## *Transportation*

### **Expanding the System to Connect Communities and Enable Development**

- Assess innovative financing options to advance the Inuvik to Tuktoyaktuk highway project through the environmental review process and related baseline field data collection and geotechnical studies
- Assess options for constructing a Seasonal Overland Road into the Slave Geologic Province
- Assess options for realigning the existing Tliche winter road to an overland alignment to improve access to resources, connect communities, and reduce the cost of living
- Update the transportation strategy toward completion of a comprehensive, multi-modal transportation strategy

### **Ensuring Environmental Sustainability**

- Develop a Green House Gas Reduction Plan to improve energy efficiency and conservation
- Continue the remediation of hazardous sites and environmental liabilities, such the Fort Resolution community airport, Wrigley highways maintenance camp, and at the James Creek highway camp on the Dempster Highway
- Continue implementing internal energy saving initiatives, such as upgrading ferry engines to reduce fuel consumption
- Educate the public and commercial trucking sector on energy saving measures related to transportation

### **Accommodating Increasing Regulatory Requirements**

- Ensure activities meet all regulatory requirements through self audits, compliance checks and continual improvements inherent in Safety Management Systems and Environmental Management Systems
- Continue developing and implementing best practices to support sustainability, such as salt management and erosion and sediment control best practices
- Lobby for regulatory amendments to better reflect Northern issues and conditions, for example Transport Canada's current runway end safety areas (RESA) regulation could require improvements to 11 NWT runways.

### **Adapting to Climate Change**

- Complete a Departmental Climate Change Adaptation Plan to inform decision making, suggest adaptive measures, predict future trends, frame best practices, identify data gaps, research and development needs, and cost implications of climate change impacts
- Continue research into the implications of climate change on the transportation system, including vulnerability assessments of transportation system components
- Continue to decrease the vulnerability of the system by improving surface and drainage conditions on highways and airport runways, realigning winter roads to overland right-of-ways, building permanent bridges and using ice spray technology to extend and stabilize winter road and ice crossings seasons
- Collaborate with researchers, experts, other jurisdictions, and the Transportation Association of Canada (TAC) to produce Best Practice's Guides, such as the Construction, Maintenance, and Operation of Winter Roads, Geometric Guidelines for Special Roads, and Guidelines for Construction on Permafrost
- Continue leading and participating in the Network of Expertise on Permafrost and Arctic Waters

### **Addressing Human Resource Pressures**

- Implement *Developing our Greatest Resource: 2010-2014 Human Resources Plan for the Department of Transportation*
- Invest in technology, training, and development that promotes diversity, advancement, recognition and retention of the DOT workforce
- Develop a succession plan to address age-related attrition
- Develop and implement an Occupational Health and Safety strategy and action plan

## KEY ACTIVITY 2: AIRPORTS

### Description

The purpose of the Airports Program is to provide airport facilities and services and to encourage and support the provision of regular, safe, cost-effective, and reliable air services. The Department is responsible for the maintenance, operation, rehabilitation, and upgrading of airports.

The Airport Division of the Department operates 27 airports in the NWT: one gateway hub (Yellowknife); two regional hubs (Norman Wells and Inuvik), and 24 community airports. The division maintains a close watch over air transportation legislation, regulation, policy activities of other governments, trends in air transportation safety, cost, infrastructure technology developments/change, and opportunities for partnership to finance the improvement of airport infrastructure.

There are four areas of program support: Management, Program and Standards, Operations and Facilities.

### Major Program and Service Initiatives 2012-13

#### **Improve Airports and Airport Facilities**

Aerodromes in the isolated communities of Colville Lake and Trout Lake are being relocated to allow for runway expansions that will improve air service to the communities. The Department will continue to improve airports and airport facilities using innovative solutions such as installing light-emitting diode (LED) runway lights, asset management systems, and design-build contracting opportunities.

#### **Advance Economic Development Opportunities**

The Department is developing new strategies to enhance private sector opportunities to support the NWT economy. While pressure is mounting to provide airside development opportunities, the availability of commercial land at airports is becoming increasingly scarce. The Department will advance economic development opportunities on airport lands through investigating and promoting commercial business interests and investments and advancing airport commercial land development

#### **Fees Review**

The Department is reviewing airport-related revenue streams and will review, evaluate, and consider revising current service fee structures, such as landing fees and general terminal fees, to ensure consistency and fairness. Once these fee structures are reviewed and revised, they will be set to increase annually with inflation.

#### **Regulatory Safety Management System**

The Safety Management System (SMS) is a new Transport Canada regulatory requirement for aviation safety. It is an important factor in the achievement of the goals to reduce the number of accidents and to increase the level of public confidence in Canada's air transportation system. A primary strategy is to improve safety through proactive management rather than reactive compliance with regulatory requirements. Safety management involves organizational change and requires a process for managing risks. The SMS integrates operations and technical systems with the management of financial and human resources to ensure aviation safety and the safety of the public. The department is in the fourth year of a four-year implementation plan. The SMS program includes quality assurance, emergency planning, hazard risk analysis, corrective action programs, inspection, auditing and training programs and documentation requirements at all community airports.

## *Transportation*

### **Emergency Response Plans**

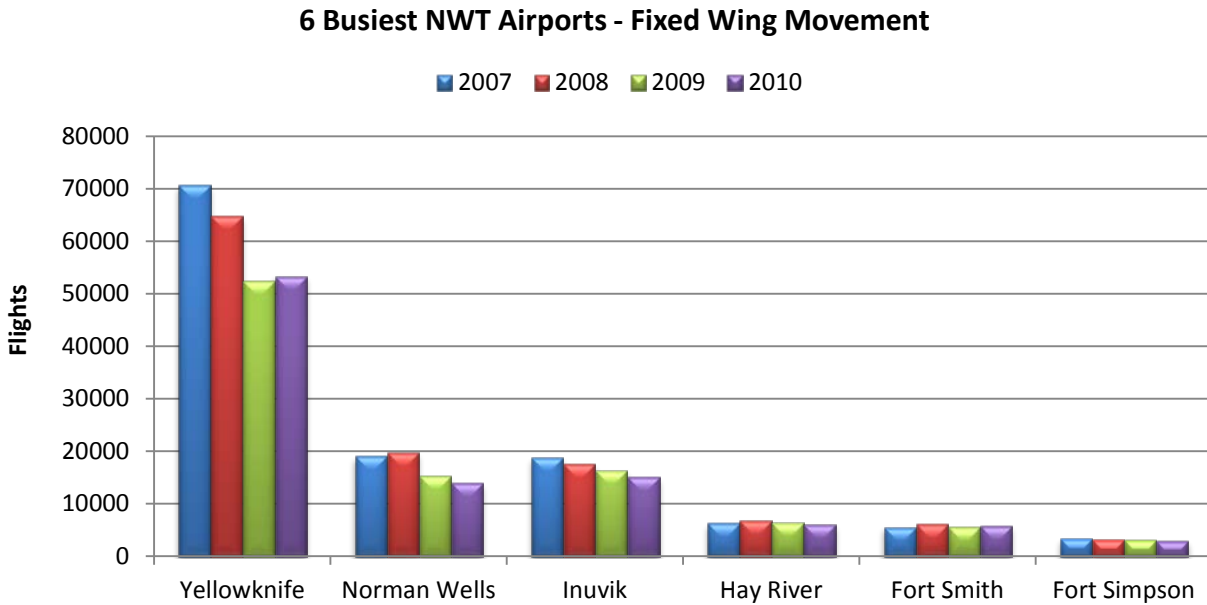
Certified airports are now required to meet more prescriptive regulations surrounding emergency response planning, emergency response training, and full-scale live exercises that must be held every four years to practice procedures in a simulated emergency. DOT works closely with the communities, the Departments of Municipal and Community Affairs, and Health and Social Services, RCMP, and other emergency responders to ensure the exercises are a valuable experience for each community. Partnership opportunities are being developed to coordinate best practices in emergency planning and to ensure efficiencies are maximized. Identified issues are being addressed and continual improvement is being made to the planning process and emergency response capabilities in each community. 2012-13 is the fourth year of the cycle and upon completion, all airports will have had at least one full-scale live exercise.

### **Firefighting**

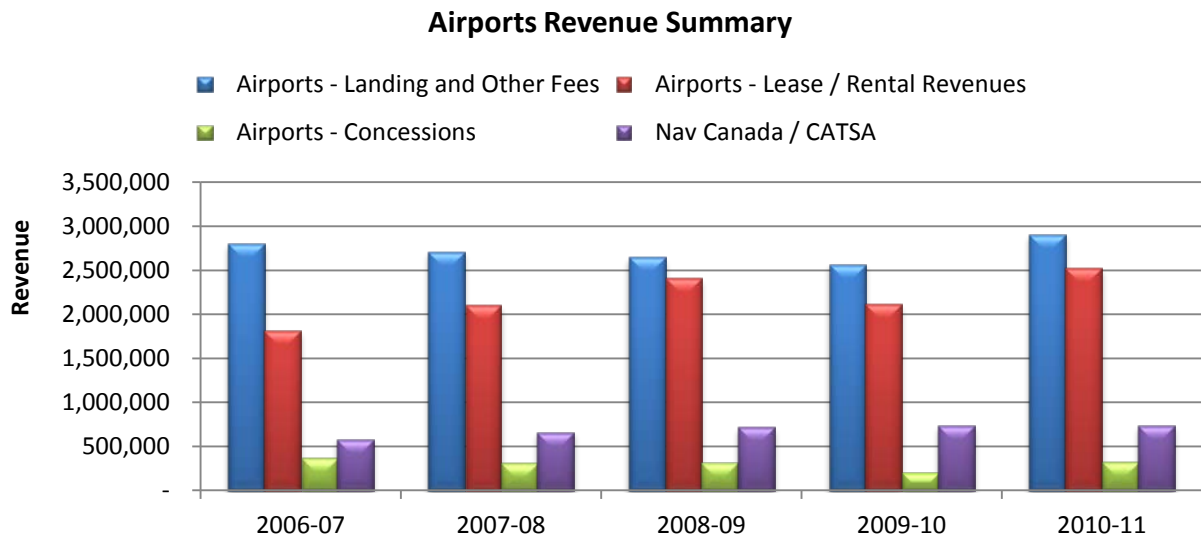
The Yellowknife Airport is working with partners within the City of Yellowknife, the Department of Environment and Natural Resources, the diamond mines, and the Department of National Defense to improve firefighting capacity in the North. The Department has a strategic action plan to share resources, training facilities, and to ensure firefighting equipment can be used in a cohesive, effective manner between our partners. The Department will continue developing the firefighter training facility and will identify opportunities for efficiency, such as cross-training and cross-utilizing staff.

Measures Reporting

Aircraft movement at six busiest GNWT Airports



Airport commercial development, lease and landing fee revenues



('Landing and Other Fees' include: Landing Fees, General Terminal Fees, Aircraft Parking, Vehicle Parking/Fines and Miscellaneous Revenue)

## **KEY ACTIVITY 3: HIGHWAYS**

### **Description**

The purpose of the Highways Program is to provide highway infrastructure and services to support the provision of safe, reliable and cost-effective inter-community travel and road transportation services. The Department is responsible for operating, maintaining, rehabilitating and upgrading highway infrastructure.

The NWT highway system consists of approximately 2,200 kilometres of all-weather road and 1,425 kilometres of publicly constructed winter road. It includes over 95 bridges, 244 large diameter culverts, and well over 3,000 small culverts. In addition, feeding into the public system are numerous privately constructed winter roads for oil and gas development and mine re-supply, including the 570-kilometre Tibbitt to Contwoyto winter road into the Slave Geologic Province. Seventeen communities are served by all-weather roads (12 of which experience disruptions during freeze-up and break-up) and another 11 are served by winter roads. At present, 45 percent of the highway system is paved or chipsealed, with another 27 percent having a dust-treated surface.

There are five areas of programs support: Management; Structures, Design and Construction; Technical Support, and Operations and Maintenance.

### **Major Program and Service Initiatives 2012-13**

#### **Mackenzie Valley Highway**

Public and political support is strong for an all-weather highway up the Mackenzie Valley from Wrigley to Tuktoyaktuk. The project is of national significance as it will complete a transportation network extending from coast-to-coast-to-coast. The all-weather highway will create greater access to a wealth of resources, such as oil and gas development, and create connections to Northern communities previously dependent upon air travel or winter roads.

Already \$120 million has been invested incrementally including 35 permanent bridges constructed along the highway's proposed alignment and a 19-kilometre access road extending south from Tuktoyaktuk has been completed. The Department has collaborated with Aboriginal land claim organizations and community governments to develop Project Description Reports for sections of the highway alignment passing through five claim areas. The reports are being consolidated into one document. The Department will seek federal funding to advance the Wrigley to Dempster segment of the route through the regulatory phases. The Department will also seek innovative financing to continue with incremental improvements such as the Great Bear River bridge crossing.

#### **Inuvik to Tuktoyaktuk Highway**

The most advanced segment of the Mackenzie Valley Highway route, in terms of regulatory review, planning and funding, is the Inuvik to Tuktoyaktuk segment. The 137-kilometre highway will be located in the Inuvialuit Settlement Region, with approximately 51.5 percent of the alignment on Inuvialuit private land. With some upgrading, the 19-kilometre access road completed between Tuktoyaktuk and Gravel Source 177 will become the most northern section of the highway.

In the June 2011 budget, the federal government committed \$150 million over five years for the construction of the Inuvik to Tuktoyaktuk all-weather highway. The Department is currently reviewing procurement and financing options, as well as completing the environmental review phase of the project, which includes the collection of environmental baseline and geotechnical information.

### **Deh Cho Bridge**

The Department is constructing a 1045-metre bridge across the Mackenzie River at Fort Providence. When the bridge opens to traffic in late 2012, the Department will enter the operation and maintenance phase of the largest infrastructure project ever undertaken by the GNWT to date. This will include the operation of an automated toll tracking system. The interconnected automated system includes transponders, cameras and automated axle counters to track and record commercial vehicle crossing events. The technology will reduce the administrative burdens on the department and commercial operators, improve efficiencies, and align with practices in other jurisdictions.

The conclusion of the project will mark an important and historic milestone. The Deh Cho Bridge will remove a bottleneck in the transportation network that has affected the social and business aspects of Northern lifestyle. Uninterrupted access is the most significant benefit resulting from the first permanent bridge to cross the Mackenzie River.

### **Ingraham Trail Realignment**

The GNWT entered an administrative arrangement with Aboriginal Affairs and Northern Development Canada (AANDC) to re-align the Ingraham Trail away from the Giant Mine site to facilitate remediation and mitigate potential public health and safety risks. AANDC will release a portion of the GNWT's financial contribution obligation under the 2005 Cooperation Agreement Respecting the Giant Mine Remediation Project and the GNWT will advance the realignment on a more aggressive timeline. Construction is expected to begin in the spring of 2012. The highway is scheduled to be open to traffic in the fall of 2012 and paved in the summer of 2013.

### **Seasonal Overland Road**

A shortened winter road season results in significant cost and operational difficulties for resource development activities. Building upon the work already completed by the private road operator, the Tibbitt to Contwoyto Joint Venture, the Department of Transportation is assessing the feasibility of constructing a seasonal overland road (SOR) as a P3 project to replace the 156-kilometre southern portion of the ice road from Tibbitt Lake to Lockhart Lake. The SOR will extend and stabilize the normal winter ice road season by as many as 30 days. Funding for the study was secured through a partnership with P3 Canada through the strategic initiatives. The feasibility study will be complete late in the spring of 2012. The next steps are dependent on the study results.

### **Tlichô Corridor Study**

Working with the Tlichô chiefs, the Department initiated research into options to improve access to the Tlichô communities. The research included an economic analysis of the costs and benefits of realigning the Tlichô winter road to an overland route. The Department and the Tlichô government renewed a Memorandum of Understanding in August of 2011 to move forward with work relating to Project Description Reports, such as an engineering and environmental analysis. Work will continue in 2012-13.

### **Extending Winter Road and Ice Crossings Seasons**

The Department endeavours to maximize winter road operations to facilitate inter-community travel, re-supply, and resource development. Major progress has been made to improve the bridge infrastructure supporting the Mackenzie Valley Winter Road. In an effort to achieve a longer operating season, 35 of 40 bridges have been constructed with two more in the planning and design phase.

The Department is enhancing conventional ice auger flooding techniques with ice-spray technology to accelerate the construction of the ice crossings on the Peel and Mackenzie Rivers along the Dempster Highway. Both crossings are anticipated to be at full load capacity by mid-December and the Tsiigehtchic Winter Access by early January. Similarly, ice-spray technology will be used at the Liard River ice crossing to Fort Simpson with the goal of opening the ice bridge earlier in the season.



## *Transportation*

### **Wekweètì Winter Resupply Route**

In 2012, the Department will pursue the construction of a winter resupply route to Wekweètì. Previously, the federal government contracted the construction of a 160-kilometre winter road to the Colomac Mine to support remediation work. The Department then constructed a 73-kilometre spur from the federal Colomac road to Wekweètì, which dramatically reduced the cost of living for residents. Remediation work at the mine concluded. For the 2012 season, the Department has partnered with the Tlichô government and industry to construct the route. Long-term options for resupply will be evaluated in 2012-13.

### **Improved Asset Management Systems**

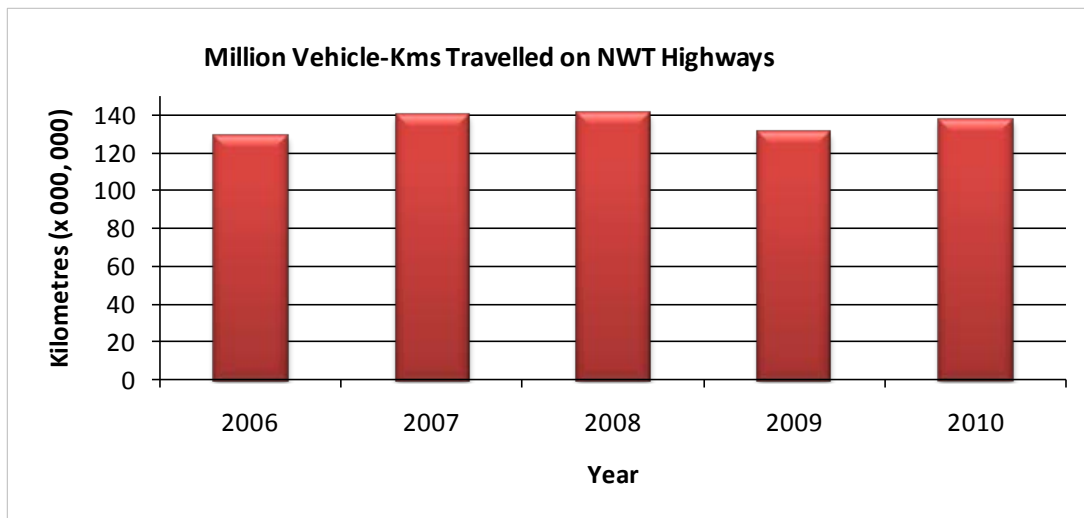
Innovative management systems are necessary to prioritize limited resources and to monitor the life cycles of assets and programs. With limited capital funding, the department must ensure investments are targeted at the infrastructure in greatest need of replacement or rehabilitation. The Department will continue to review, improve, and implement asset management systems to manage the maintenance, repair, and life cycles of equipment, pavement, and bridge and culvert structures to better target operations, maintenance, and rehabilitation.

### **Highways Equipment Management System (EMS)**

The Department has over 1600 pieces of equipment which are critical to ensuring safe and effective maintenance of the network. The life cycle management of these items is vital to the organization. A modern system has been implemented to accurately track each piece of equipment to ensure the Department is prepared.

**Measures Reporting**

Number of vehicle Kilometres travelled (all traffic on Highways 1-8)

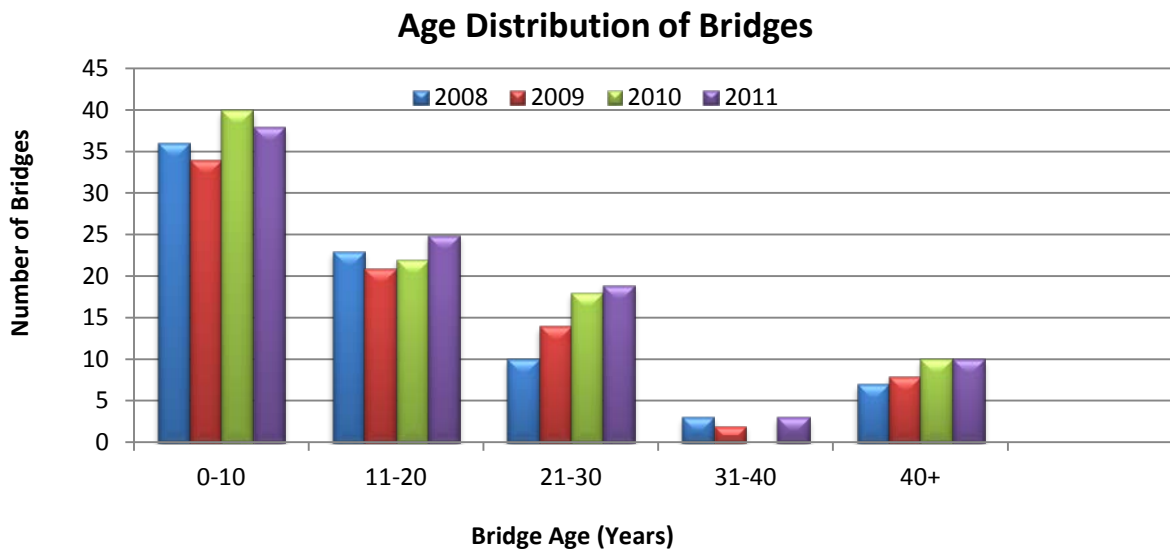


Percentage of different classifications of NWT all-weather highway system

	2007	2008	2009	2010
Surface	921 (42%)	921 (42%)	928 (42%)	969 (44%)
Dust Controlled	599 (27%)	589 (27%)	583 (27%)	542 (25%)
Untreated Gravel	676 (31%)	676 (31%)	676 (31%)	697 (32%)
Total	2187	2187	2187	2208*

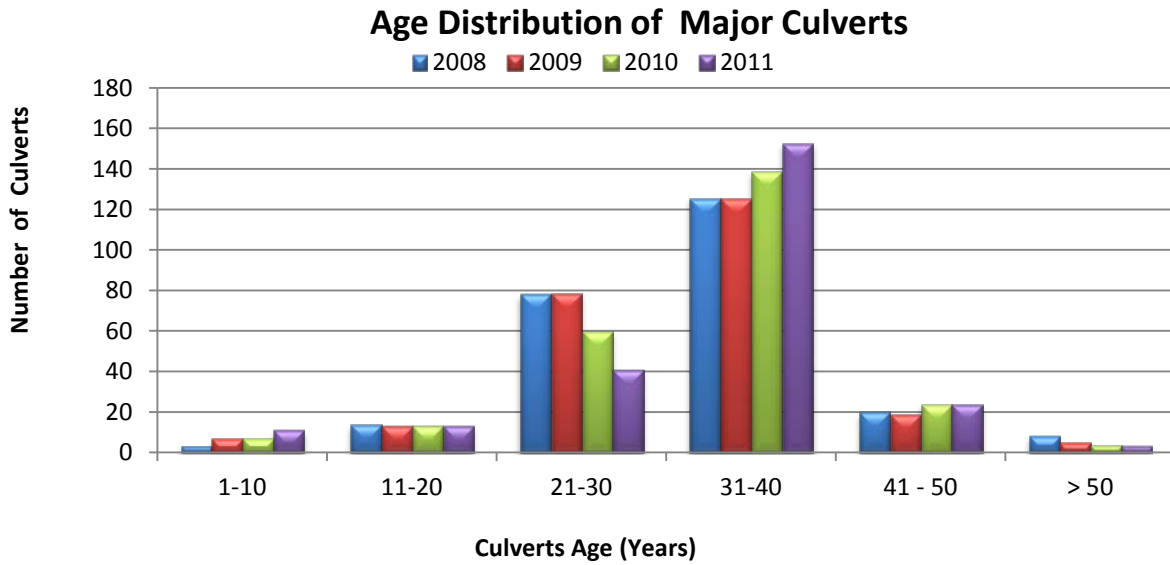
(\* Nahanni Butte access road 21 Km)

Age distribution of bridges

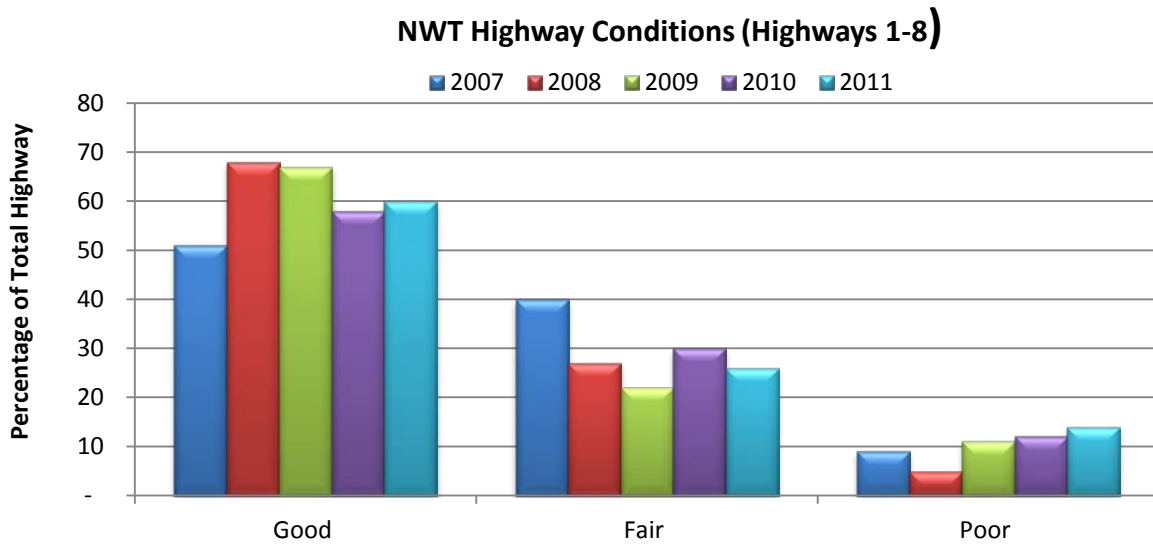


*Transportation*

*Age distribution of major culverts*



*Percentage of highway kilometres with a good to excellent ride condition rating*



## KEY ACTIVITY 4: MARINE

### Description

The Department of Transportation provides safe, reliable, effective, and environmentally responsible ferry services at five river crossings where the all-weather highway intersects the waterways. The Department is responsible for the maintenance, operation, and continual improvements of five vessels and their support facilities, a diverse fleet that operates under harsh conditions. Responsibilities also include maintaining a close watch over federal policy activity and changes. The Department also maintains community resupply facilities on behalf of the federal Department of Fisheries and Oceans.

There are three areas of program support: Management, Maintenance, and Refits and Operations.

### Major Program and Service Initiatives 2012-13

#### **Marine Strategy – On Course**

The Department is drafting a marine strategy, On Course, to plot the future of the marine fleet and its operation. The strategy will include innovative methods for increasing fuel efficiency and improving maintenance practices. The strategy will also provide methods to monitor and minimize the environmental impact of granular deposits at landing sites, increase the length of the operating season, meet all Transport Canada regulations, and standardize vessels to gain efficiencies.

The Deh Cho Bridge is expected to open to traffic in the fall of 2012 ending decades of ferry service crossing the Mackenzie River at Fort Providence. The opening of the bridge will create an opportunity to improve efficiencies and redeploy the fleet across the remaining 4 ferry crossing locations.

#### **Community Access**

The Department will continue to use innovative technology to lengthen the ferry operating seasons to improve inter-community travel, re-supply, and resource development.

#### **‘Over the Top’ Shipping Route**

Industry is showing heightened interest in commercial shipping activities in the waterways of the Western Arctic and the Mackenzie River Basin. The recent interest is largely due to opportunities associated with the development of a Western Arctic Gateway and the “Over the Top” shipping route. The Department will continue promoting the Canadian benefits of developing a Western Arctic Gateway through the Ports of Tuktoyaktuk, Hay River, and Fort Smith to meet growing import and export activities in Western Canada.

#### **Regulatory Compliance**

Investments in technology and innovation are being driven by changing regulatory requirements pertaining to the use of granular materials at the landing sites, a new requirement for real time passenger information, and increased fuel efficiency. To address these requirements, the Department has recently implemented an extensive Local Area Monitoring Plan for the Dempster ferry system, an online passenger tracking system, and has adjusted the ferry refit plan to focus on engine and generator replacements as well as landing upgrades.

#### **Climate Change**

The Department is gaining a better understanding and ability to respond to the changing climate’s projected impact on resupply routes in arctic waters and on the Mackenzie inland waterways through its involvement in the Network of Expertise – Arctic Waters. A recent risk assessment workshop supported

*Transportation*

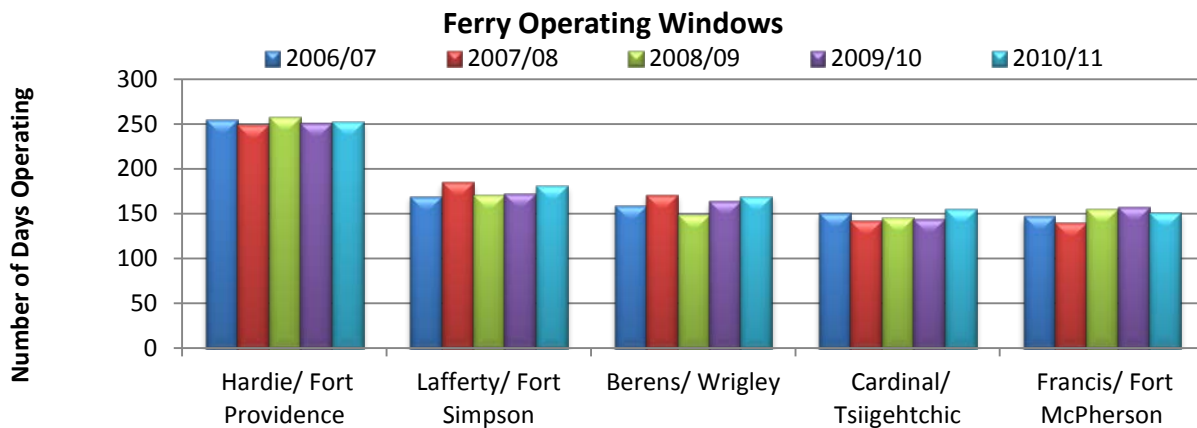
the need for improved charting for arctic communities to help mitigate the impact of changing water levels and ice conditions. Dredging to maintain adequate draft to maintain the Mackenzie resupply system is also required. The Department will continue lobbying the federal government to improve hydrographical charting in the Beaufort Delta and to restore the dredging program at the Port of Hay River.

**Emission Reductions**

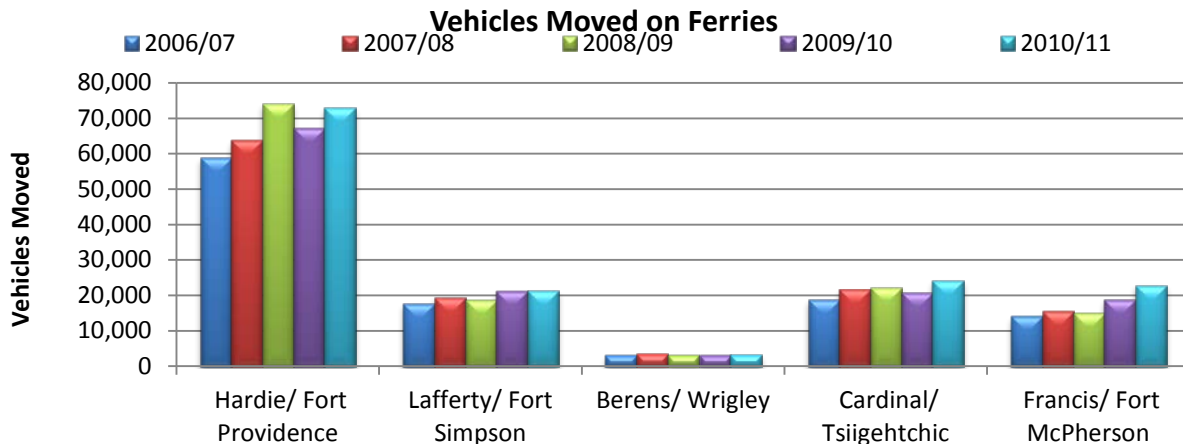
The Department is investing in innovative efficiencies with the goal of reducing green house gas emissions. In 2012-13, an electric deck winch will be installed on the MV Lafferty to tie the vessel to shore allowing the engines to be shut down while waiting for traffic. The winch will provide for a reduction in pollution and fuel consumption. In addition, the MV Lafferty and MV Louis Cardinal have recently undergone a main engine replacement bringing the vessel into compliance with the present emission standards thereby reducing the carbon footprint in marine operations.

*Measures Reporting*

*Total operating days for all ferries*



*Total vehicles moved on ferries*



## **KEY ACTIVITY 5: COMMUNITY ACCESS PROGRAM**

### **Description**

The Community Access Program provides financial contributions and technical assistance to rural and remote communities for the construction and maintenance of community access roads and local boating facilities in support of local recreation and subsistence harvesting activities and for winter road access to granular deposits.

Community access roads include public roads or trails offering all-weather or seasonal access, connecting communities to nearby public locations such as recreational sites, camps, archaeological sites, local resources, and access to fishing, hunting and tourism opportunities.

The program is application-based and funding is allocated to communities based on the merit of the project proposals and level of community support. The Department works to maximize the total number of communities and the number of rural and remote communities receiving contributions. Community involvement, community benefit, cost, and mitigation of potential environmental impacts are considered within the evaluation of project proposals.

### **Major Program and Service Initiatives 2012-13**

2012/13 projects will be determined based on the merit of project proposals submitted by communities.

*Transportation*

**Measures Reporting**

*Community Access Program 2011-12*

<b>Region</b>	<b>Community</b>	<b>Project Description</b>
Inuvik	Tsiigehtchic	Winter ice road - Arctic Red River
	Aklavik	Winter ice road to Fort McPherson
		PDR - access road to Willow River gravel source
	Fort McPherson	Winter ice road to Aklavik
		Road to new community marine facility & marine facility (boat landing area)
		ATV Trail continuation of project 8 miles to head of Rat River area
		Winter ice road to TI'oondih
Paulatuk	Access road to Rat Lake	
Sahtu	Tulità	Trail construction - Willow Lake trail
	Fort Good Hope	Hareskin and Rapids trail
	Norman Wells	Jackfish Lake campground road restoration
	Déline	Phase 2 K'atu Trail
		Great Bear Trail
North Slave	Behchoko	Dock pre-engineering/boat launch improvements
	Gamèti	Dock pre-engineering/boat launch improvements
Deh Cho	Fort Simpson	Trail construction to Horn Plateau
	Nahanni Butte	Bluebell and Yohin Lake and Tthenaago Trail construction project
	Wrigley	Access road Fish Lake to Blackwater Lake
South Slave	Enterprise	Access road to spiritual site
	Fort Smith	Grande de Tour winter road
	Hay River Reserve	Construction of two marine facilities (docks & ramps)

*Total number of ongoing projects undertaken under the program*

- The expansion of the program in 2010/11 resulted in a greater range, scope, and an increase in the number of projects funded each year. In 2010/11, the Community Access Program was fully subscribed with projects undertaken in every region of the NWT

*Total number of dollars invested*

- Since 1995, the GNWT has contributed a total of \$7.85 million in project support across all communities in the NWT.

## KEY ACTIVITY 6: ROAD LICENSING AND SAFETY

### Description

The Road Licensing & Safety Division (RL&S) ensures the protection of public safety and the environment in areas of private and commercial transportation. The division is responsible for driver testing, issuing vehicle registration and driver's licenses, and to inspect all commercial vehicles operating on the territorial transportation network. The Department also administers the All-Terrain Vehicles Act, which delegates authority to municipalities to enact bylaws relating to all-terrain vehicles. The Department establishes and enforces the Acts, regulations, and safety codes that apply to drivers and motor vehicles including commercial motor carriers. The Department also ensures compliance with national policies and initiatives. It is responsible to research trends in highway transportation safety, technology development, and future opportunities for partnerships to ensure regulatory harmonization, implementation of new ideas, and to ensure all drivers and vehicles are safe to share the roadways.

Commercial vehicle enforcement is undertaken at two permanent weigh scales located at Enterprise on the Mackenzie Highway and near Inuvik on the Dempster Highway. The Department operates a weigh in motion scale (WIM) on Highway 3 south of Fort Providence; a self-weigh scale at Fort Simpson, and a mobile weigh scale and inspection unit used by enforcement officers who patrol throughout the territory.

There are three areas of program support: Management, Driver and Vehicle Licensing, and Transport Compliance.

### Major Program and Service Initiatives 2012-13

#### **Commercial Permitting/ Transport Compliance**

To further improve the carrier and inspection programs, the Department will be centralizing the reporting relationship of highway transport officers (HTOs). This will provide for an increased focus on improving operational policy, management oversight, consistency, and coordination among HTOs. The Department will continue to improve efficiencies by providing training and development opportunities for HTO's, hire and train more Northerners, and ensure the division is structured to meet future activities such as the DCB toll.

#### **Partners in Compliance (PIC)**

The Department is co-operating with Alberta Transportation to adopt the Partners in Compliance Program (PIC), a motor carriers' safety program that rewards commercial carriers with exemplary safety records by allowing them to bypass weigh scales. Information shared through PIC provides Highway Transport Officers the opportunity to concentrate enforcement efforts on commercial carriers with lesser safety ratings.

#### **Deh Cho Bridge Toll**

When the bridge opens to traffic in late 2012, the Department will begin operating an automated toll tracking system. The interconnected automated system includes transponders, cameras and automated axle counters to track and record commercial vehicle crossing events. The technology will reduce the administrative burdens on the department and commercial operators, improve efficiencies, and align with practices in other jurisdictions. This technology will support the collection of approximately \$4 million in toll revenue each year.



## *Transportation*

### **Motor Vehicle Information System Upgrades**

The Motor Vehicle Information System (MVIS) provides essential driver and vehicle licensing, commercial carrier, and enforcement services to the residents of the NWT, and information to Canadian and American jurisdictions through the Inter-Provincial Records Exchange. The issuance of driver and vehicle licensing services generates over \$5 million in revenue annually for the GNWT. The MVIS is being replaced and enhanced to ensure the system is sustainable into the future. Enhancements are required to allow for online services and to protect data integrity. New modules were deployed in early 2012. The overall redesign of the MVIS structure is expected to be complete in 2013/14 with system expansions that include online vehicle registration and other client services.

### **Issuing Offices**

The challenge of providing secure identification documents that meet national and international standards has changed the way driver and vehicle licensing agencies do business. New equipment and operational strategies at the Yellowknife office have reduced the amount of time required to issue licenses and registrations and has improved customer privacy for conducting personal business. The Department continues to explore options to streamline processes and improve client service at all issuing locations, including the use of online technologies.

### **Fees Review**

The Department is reviewing current service fees to ensure consistency and fairness. Once these fees are revised, they will be set to increase annually to coincide with inflation.

### **NWT Road Safety Strategy**

A departmental Road Safety Strategy is being developed as part of Canada's National Road Safety Strategy 2015. The safety plan is being created to highlight and direct the work the department is doing to promote road safety through public education, engineering and regulation and legislation.

### **High Risk Driver Program**

The Department is developing a High-Risk Drivers Program (HRDP) to identify high-risk drivers, penalize high-risk behaviour through driving suspensions, and provide remedial education. The program will operate under the principle of progressive discipline, whereby remedial and punitive measures increase with the severity and frequency of offences. Remedial or educational efforts to reform high risk drivers will focus on behaviour modification.

### **Drive Alive**

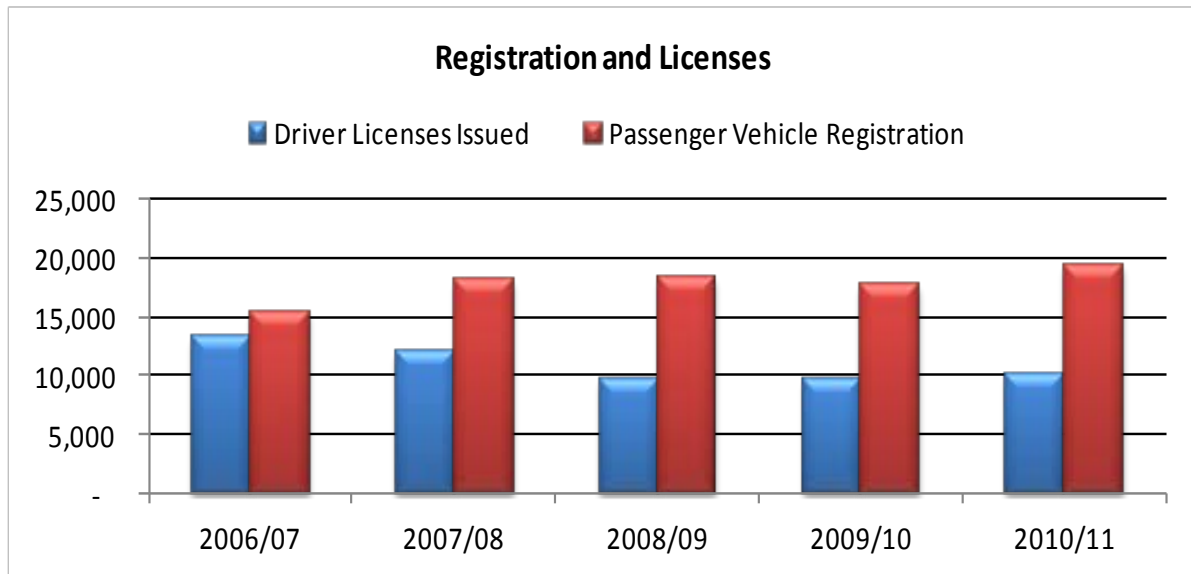
The Department views driver safety as the number one priority on NWT highways. *Drive Alive*, the GNWT's partnership-based safety information program, provides travel safety advice using a variety of media. The Department will continue to develop partnerships promoting information campaigns that focus on driver safety and young driver training.

### **Healthy Choices Framework**

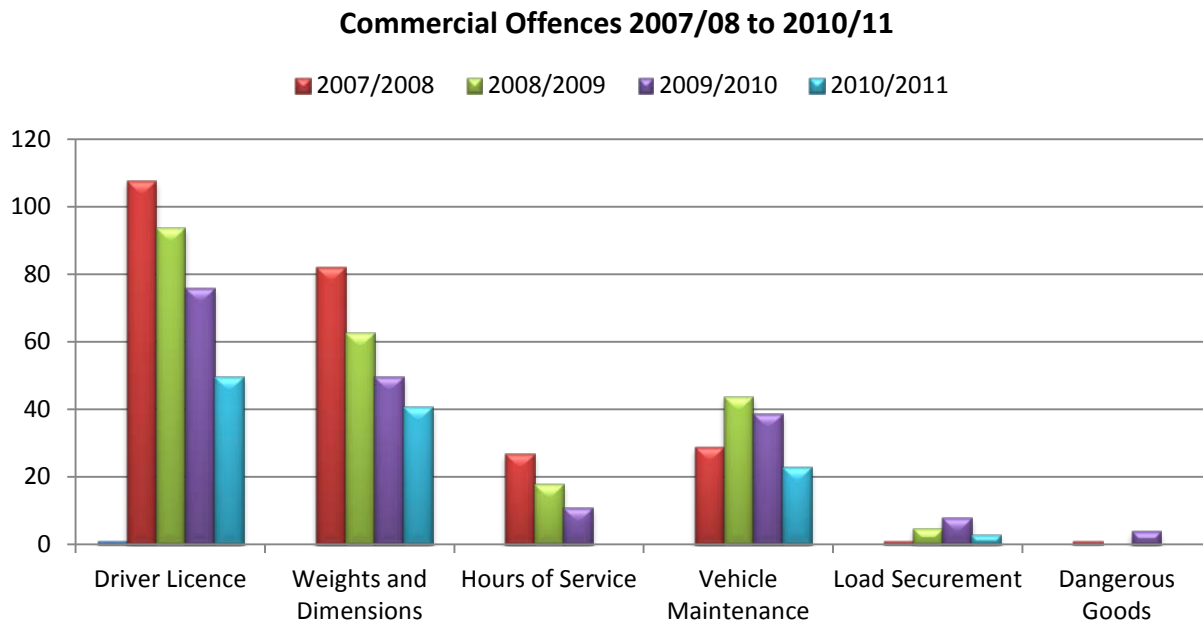
The Department participates in a collaborative and coordinated interdepartmental approach to health promotion under the Healthy Choices Framework Action Plan. Prevention and education are effective tools in helping Northerners make healthy choices relating to boating and water safety by avoiding risky behavior that may lead to injuries or death.

Measures Reporting

Number of vehicle registrations and licenses issued

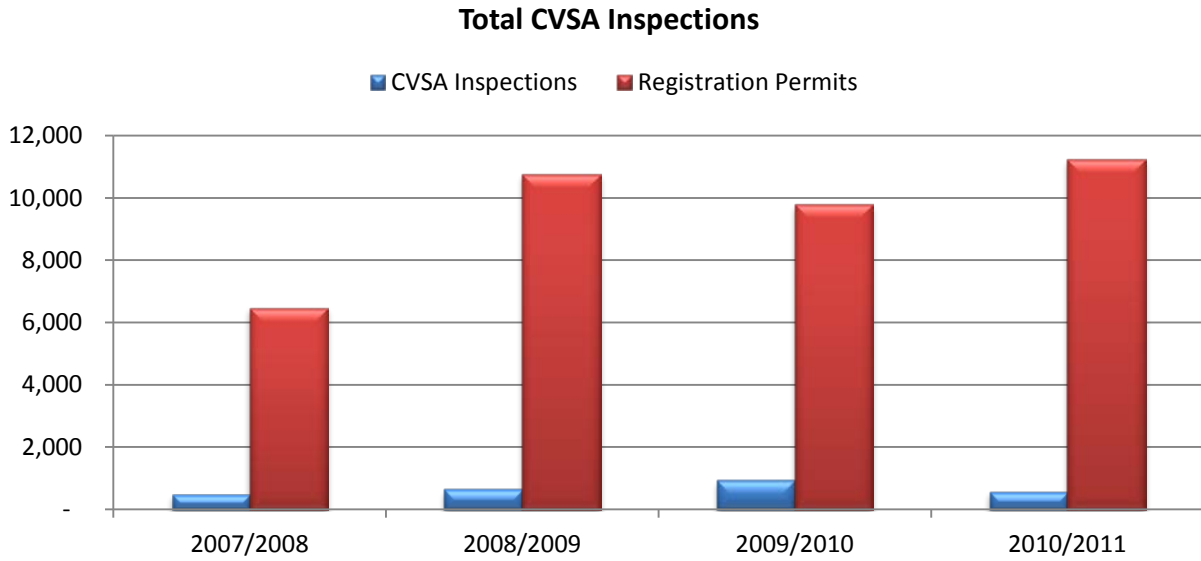


Number of commercial offences

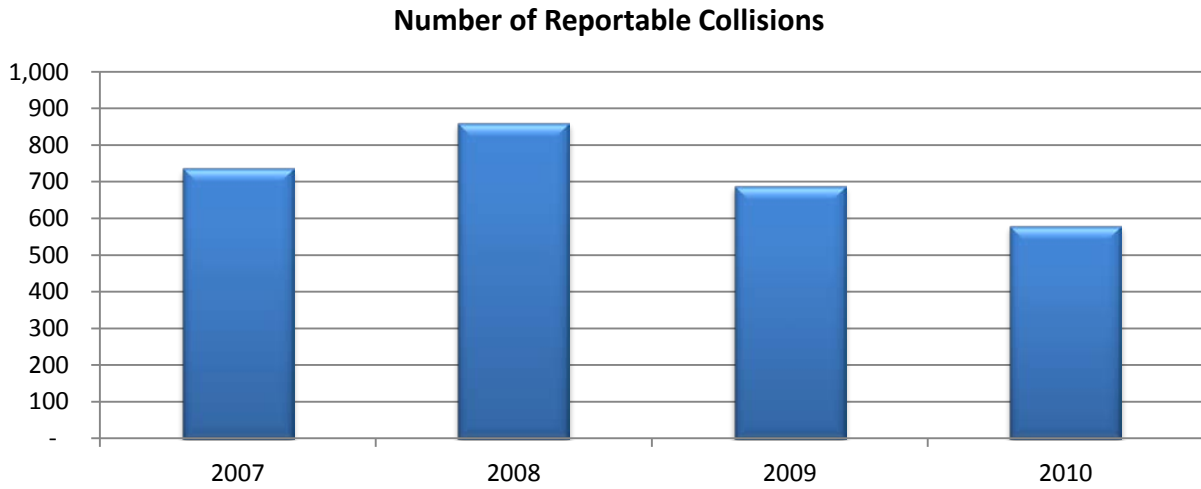


*Transportation*

*Number of Commercial Vehicle Safety Alliance (CVSA) inspections conducted*



*Annual volume of reportable collisions*



## c) Responding to Priorities of the 17<sup>th</sup> Assembly

### **Priority 1 – Building a Strong and Sustainable Future for our Territory**

#### **Description**

Strengthening our relationships with Aboriginal and other northern governments

#### **Actions for 2012-13**

The Department of Transportation continues to partner with community and Aboriginal Governments to improve the transportation system. For example:

- DOT and the Tlicho government recently entered into an MOU to re-engage on environmental and engineering studies related to realigning the existing Tlicho winter road to a seasonal overland route.
- Subject to available federal funding, the Department will enter into MOUs with Aboriginal groups along the Mackenzie Valley to complete Stage 2 activities relating to the Mackenzie Valley Highway.
- DOT continues to seek opportunities to partner with Aboriginal governments and communities to improve transportation infrastructure.
- DOT continues to explore options to continue the annual construction of the winter re-supply route to Wekweètì.

#### **Description**

Working with our partners to ensure responsible stewardship through our land and resource management regime

#### **Actions for 2012-13**

- DOT continues to implement the environmental strategy, *Green Light: Signaling the Department of Transportation's Commitment to the Environment*. Activities underway include the remediation of contaminated sites, and the development of a Climate Change Adaptation Plan.
- The realignment of Highway 4 will also help facilitate the environmental remediation of Giant Mine, being done by the federal government.

## *Transportation*

### **Priority 2 – Increase employment opportunities where most needed**

#### **Description**

Reducing dependency on government by encouraging people who are able to enter or remain in the workforce

#### **Actions for 2012-13**

- DOT continues to work towards expanding and improving the transportation system to provide communities with access to economic development and job opportunities.
- The Marine Training Program, the Aviation Career Development Program, and the Apprenticeship Program have helped to increase the number of northerners trained and working in transportation related fields.
- Expansion of the Community Access Program to support construction of access roads and develop community capacity through local employment opportunities.

### **Priority 3 – Strengthen and diversify our economy**

#### **Description**

Making strategic infrastructure investments such as the Inuvik to Tuktoyaktuk Highway, the Mackenzie Valley Fiberoptic Link, and hydro initiatives

#### **Actions for 2012-13**

Construct the Inuvik to Tuktoyaktuk Highway as the first phase of the Mackenzie Valley Highway

- Short term actions include completing the environmental review process and related baseline field data collection and geotechnical studies, finalizing land tenure and royalty regimes, negotiating a federal funding agreement, determining and implementing the preferred procurement approach and preliminary design.

Mackenzie Valley Fiber Optic Link

- The Mackenzie Valley Highway supports the Fiber Optic project as both projects share a similar corridor.

#### **Description**

Supporting the Mackenzie Gas Pipeline project

#### **Actions for 2012-13**

- The Mackenzie Valley Highway shares a corridor with the Mackenzie Gas Project. The Highway will improve the feasibility, and mitigate risks associated with the Mackenzie Gas Project. It also supports the expansion of oil and gas activities, hydro and tourism opportunities.

#### **Description**

Developing a socially responsible and environmentally sustainable economic development and mining strategy

#### **Actions for 2012-13**

- Projects, such as the Deh Cho Bridge and other system improvements, increase the reliability, extend seasonal access, support the economic sustainability of industries that rely on the system for resupply
- Future projects, such as the Seasonal Overland Route and the Tliche winter road realignment, will provide opportunities to expand exploration, improve the feasibility of known deposits, and mitigate risk for existing developments.
- Increase flooding and spraying efforts using ice spray technology to accelerate construction and open the ice bridges to full capacity earlier in the season and maintain later in the season.
- Extend the operating seasons for ferries at the Peel and Arctic Red River crossings.
- The Department is partnering with industry to construct a winter route to Wekweètì in early 2012 supporting community resupply and reducing the cost of living.
- The Department is partnering with the oil and gas sector to increase the capacity of the Mackenzie Valley Winter Road.
- Ongoing reconstruction of the existing highway and airport network increases the capacity of the transportation system to support increased development.

## *Transportation*

### **Priority 5 – Ensure a fair and sustainable health care system**

#### **Description**

Investing in prevention, education and awareness and early childhood

#### **Actions for 2012-13**

- The Department of Transportation's *Drive Alive* program promotes prevention, education and awareness around personal safety, including the use of seat belts, helmets, and life vests under the Healthy Choices Framework Action Plan
- Increased commercial vehicle enforcement to promote and increase safety on NWT highways.

## **d) Infrastructure Investments**

### **Planned Activities – 2012-13**

#### **Airports**

Runway LED lighting – Install runway edge LED lights (Jean Marie River)  
Runway Stabilization – EK 35 application at Tulitù and Fort Good Hope (Territorial)  
Tractor, Airports – Replace 17-year old sweeper (Fort Simpson)  
Tractor, Airports – Replace 17-year old sweeper (Fort Smith)  
Snow Blower, Airports – Replace 19-year old snow blower (Paulatuk)  
Grader, Airports – Replace 25-year old grader (Yellowknife)

#### **Marine**

Ferries Generator - N'Dulee Camp generators (Fort Simpson)  
Lafferty Ferry - Lafferty Capital Improvements (hydraulic mooring vehicles) (Fort Simpson)  
Replace, upgrade Slipways/ haul out – Fort Liard ferry landing (Fort Simpson)

#### **Highways**

Culvert Replacement Program – Replace large culverts on highway system (Territorial)  
Highway Mobile Equipment – Replace two 20-year old graders, one 20-year old stake truck, one 20-year old oil distributor truck, and one 10-year old plow truck (Territorial)  
Highway Chipseal Overlay Program – Replace existing highway chipseal surfaces (Territorial)  
Various Bridges Program – Rehabilitate/ replace existing bridges on highway system (Territorial)  
Hwy 4 km 0-69.2 – Reconstruction between km 35.1 to 43.8 (Territorial)  
Hwy 1 km 188-457 - Reconstruction – km 188-457 (Territorial)  
Hwy 8 km 0-259 - Reconstruction – km 50-71 (Territorial)  
Upgrades Storage Compounds – Upgrades to Sand/ Salt Storage Compounds, Highways (Territorial)  
Deh Cho Bridge – Final phase of construction (Territorial)  
Inuvik to Tuktoyaktuk highway – Construction of a 140 km all-weather highway (Territorial)

#### **Road Licensing and Safety**

Motor Vehicle Information System – Upgrade MVIS to Windows-based environment (Territorial)



## e) *Legislative Initiatives*

### *Planned Activities – 2012-13*

#### ***Public Airports Act***

The *Public Airports Act* is in need of amendments to clarify the responsibility, control, and administration of all activities relating to parking enforcement on Airport Lands. In addition, the Department wishes to clarify the authority and responsibility of the Minister with respect to the disposal of assets on Airport Lands. The Department is also considering amendments to address the authority to establish an airport improvement or similar fee.

#### ***Motor Vehicles Act***

The Department is committed to ensuring that its legislation remains current to assist staff and peace officers in the administration and enforcement of motor vehicle related programs. A Legislative initiative will be proposed with 25 or more amendments to modernize the Act. In addition, the Department is considering a proposal to update the drinking and driving provisions of the Act

#### ***All-Terrain Vehicles Act***

Off-road vehicles, including snowmobiles and quads, are a common form of transportation throughout the Northwest Territories, especially in communities with limited seasonal highway access or no access at all. Off-road vehicles are used extensively for surveying and other work-related activities, for traditional purposes such as hunting, fishing and trapping, and for recreation.

Operation of off-road vehicles is governed by the *All-Terrain Vehicles Act*. The Act came into force in 1988 and is out of date. The ATVA requires a complete review. This will involve meeting with the communities and other stakeholders to ensure that the regulatory framework is in place for public safety.

This review may lead to major changes to the legislation to incorporate better safety provisions and to account for new products that are available on the market. The amendments must recognize the uniqueness of the North, using snowmobiles and ATVs as primary vehicles, yet, as with motor vehicles, ensuring the safety of those using these vehicles and those around them.

#### ***Public Highways Act***

The *Public Highways Act* is in need of minor amendments. The amendments should clarify the responsibility, control, and administration of all activities that take place within the corridors designated as Public Highways. In addition, the Department wishes to clarify the authority and responsibility of the Minister with respect to public versus private roadways

## f) Human Resources

### Overall Human Resource Statistics

#### Employees

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>273</b>		<b>281</b>		<b>282</b>		<b>271</b>		<b>276</b>	
<b>Indigenous Employees</b>	<b>154</b>	<b>56%</b>	<b>164</b>	<b>58%</b>	<b>166</b>	<b>59%</b>	<b>156</b>	<b>58%</b>	<b>159</b>	<b>58%</b>
Aboriginal	102	37%	105	37%	103	37%	100	37%	104	38%
Non-Aboriginal	52	19%	59	21%	63	22%	56	21%	55	20%
<b>Non-Indigenous Employees</b>	<b>119</b>	<b>44%</b>	<b>117</b>	<b>42%</b>	<b>116</b>	<b>41%</b>	<b>115</b>	<b>42%</b>	<b>117</b>	<b>42%</b>

Note: Information as of December 31.

#### Senior Management

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>11</b>		<b>11</b>		<b>12</b>		<b>12</b>		<b>13</b>	
<b>Indigenous Employees</b>	<b>2</b>	<b>18%</b>	<b>2</b>	<b>18%</b>	<b>3</b>	<b>25%</b>	<b>3</b>	<b>25%</b>	<b>4</b>	<b>31%</b>
Aboriginal	1	9%	1	9%	1	8%	1	8%	0	0%
Non-Aboriginal	1	9%	1	9%	2	17%	2	17%	4	31%
<b>Non-Indigenous Employees</b>	<b>9</b>	<b>82%</b>	<b>9</b>	<b>82%</b>	<b>9</b>	<b>75%</b>	<b>9</b>	<b>75%</b>	<b>9</b>	<b>69%</b>
<b>Male</b>	<b>9</b>	<b>82%</b>	<b>10</b>	<b>91%</b>	<b>12</b>	<b>100%</b>	<b>12</b>	<b>100%</b>	<b>13</b>	<b>100%</b>
<b>Female</b>	<b>2</b>	<b>18%</b>	<b>1</b>	<b>9%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>

Note: Information as of December 31

#### Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>149</b>		<b>145</b>		<b>144</b>		<b>130</b>		<b>140</b>	
<b>Male</b>	<b>144</b>	<b>97%</b>	<b>138</b>	<b>95%</b>	<b>137</b>	<b>95%</b>	<b>123</b>	<b>95%</b>	<b>134</b>	<b>96%</b>
<b>Female</b>	<b>5</b>	<b>3%</b>	<b>7</b>	<b>5%</b>	<b>7</b>	<b>5%</b>	<b>7</b>	<b>5%</b>	<b>6</b>	<b>4%</b>

Note: Information as of December 31

#### Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%	2007	%
<b>Total</b>	<b>3</b>	<b>1.1%</b>	<b>1</b>	<b>0.4%</b>	<b>1</b>	<b>0.4%</b>	<b>1</b>	<b>0.4%</b>	<b>1</b>	<b>0.4%</b>

Note: Information as of December 31

*Transportation*

**Position Reconciliation**

This information differs from the employee information on the preceding page; Human Resource information reflects actual employees as of December 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	<b>2011-12 Main Estimates</b>	<b>Change</b>	<b>2012-13 Main Estimates</b>
Total	313	-	313
Indeterminate full-time	284	-	284
Indeterminate part-time	-	-	-
Seasonal	29	-	29

Adjustments during the Year:

<u>Position</u>	<u>Community</u>	<u>Region</u>	<u>Added/ Deleted</u>	<u>Explanation</u>
There are no changes in the Department				

Other Positions

There are no other positions in the Department

**Other Human Resource Information**

The Department of Human Resources has launched a long-term human resource strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011.

<b>Summer Students</b>				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
34	33	18	15	1

Note: Information as of August 17

<b>Interns</b>				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
2	2	1	1	

Note: Information as of December 31

<b>Transfer Assignments (In)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
8	5	3	2	3

Note: Information as of December 31

<b>Transfer Assignments (Out)</b>				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
8	2	1	1	6

Note: Information as of December 31

**Activities Associated with Staff Training & Development**

The Department of Transportation continues to actively participate in a range of initiatives supporting the Human Resources Strategy, *Developing Our Greatest Resource*.

The Department successfully increased the number of student hires from 31 to 34 and provided excellent learning opportunities across a range of technical and operational areas. The Department offered recent post-secondary graduates career development opportunities in communications and environmental affairs through the GNWT's Internship Program. DOT also continued its participation in post-secondary Co-op training programs. The Department supported 10 apprenticeship opportunities in the electrical and heavy duty mechanic fields in 2011-12. Eight developmental transfer assignments were initiated to assist employees to realize long-term career aspirations with the Department.

## *Transportation*

DOT's Engineer recruitment efforts were enhanced using a new website dedicated to recruiting engineers and engineering technologists/technicians, project officers and managers, and others required to manage and deliver infrastructure projects.

Marine employees actively participated in the Marine Training Program again this year. This Program helps to prepare staff for local employment opportunities and continued advancement within the Marine field. DOT also supported a range of leadership, project management and specialty training requirements (e.g. new geometric design programs) for employees working across all program and service areas.

The Department continued to partner with the northern airline industry in the delivery of the Aviation Career Development Program. During 2011-12, nine \$5,000 scholarships were awarded to NWT residents.

Each year DOT and the Department of Public Works & Services jointly sponsor awards for students in Grades 7, 8 and 9 who have achieved the highest combined marks in math and science. The purpose of these awards is to encourage students to excel in math and science and by doing so, help prepare them for continued learning in the fields of engineering and a wide range of technical trades. In 2011-12, 27 schools (up from 22 in the previous year) from across the Northwest Territories participated in the Program, recognizing the academic achievements of 68 students.

Since its inception, more than 60 staff members have enrolled in the Career Development Program, which continues to be reviewed to identify improvement opportunities. The Department's employee career development and learning objectives received support through the use of leading edge technologies in the workplace. The Department continued to promote a strong worker safety culture through the various activities of its Occupational Health and Safety (OH&S) Program. With the support of all Departmental Joint Occupational Health and Safety Committees and Safety Representatives, DOT's OH&S Program continues to support numerous safety training and orientation activities for employees, as well as annual Safety Recognition Awards.

Employee recognition continues to be a high priority for DOT. The Department recognizes the hard work and dedication of its employees and teams through the *Transporter* newsletter (DM Dues) and the Awards of Excellence Program.

## *g) Information Systems and Management*

### Overview

DOT's information systems and related support services play a critical role in enabling the enforcement of transportation regulations (e.g. driver and vehicle licensing, commercial traffic tolls, permits and enforcement), real-time provision of information to the travelling public and industry, support effective management of transportation infrastructure vital to the economic and social well-being of the NWT and supports transportation-related financial and administrative functions.

### Planned Activities - 2012-13

DOT's major information system (IS) initiative for 2012-13 is to upgrade the Motor Vehicle Information System (MVIS). The MVIS provides essential driver and vehicle licensing, commercial carrier, and enforcement services to the residents of the NWT, and information to Canadian and American jurisdictions through the Inter-Provincial Records Exchange. The upgrade will ensure the system is sustainable into the future.

The new Driver and Vehicle System (DRIVES) will deliver a range of improvements in the areas of data integrity and service delivery through the use of online services. DRIVES will be implemented on a module by module basis and is scheduled to be complete by 2013/14.

Other IS initiatives and analysis activities planned for 2012-13 include:

- Complete the implementation of the Marine Passenger & Ferry Tracking System
- Roll out Asset Maintenance System to include Marine equipment and Highway Surfaces
- Expand Safety Management Information System for use in smaller airports and DOT's Occupational Health & Safety Program.
- Implement SharePoint 2010, including access outside the GNWT network
- Prepare for a replacement of the Weigh-Scale software which will integrate into the new DRIVES system, improving operations for managing permits.
- Preliminary analysis for an Airport Security Management System to satisfy new national regulations being developed which would be in force in 2014/15.
- Support analysis into system solutions for Environmental Management functions.
- Continue to participate in national & regional developments into a shared regional 511 Road / Weather Information system, providing information via website and phone (511) services
- Analysis and business case preparation for various possible interfaces from DOT's systems to the GNWT's financial information system (SAM).