

**Government of the Northwest Territories  
Annual Business Plan  
2013-2014**

## **1. INTRODUCTION**

This annual business plan is an integral part of overall planning within the Government of the Northwest Territories (GNWT). It provides details on the activities that will be undertaken during 2013-14 to advance the vision, goals and priorities developed and agreed to by all Members of the 17<sup>th</sup> Legislative Assembly under the theme of *Believing in People and Building on the Strengths of Northerners*.

### ***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.

**Strengthen and diversify our economy** by making strategic infrastructure investments such as the Inuvik-Tuktoyaktuk highway, the Mackenzie Fibre Optic 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 designed to advance these priorities, as well as continuing to support the ongoing core business of government. Seven Committees of Cabinet coordinate activities that are cross-departmental, cross-government or broader than cross-government.

The Committees of Cabinet and their objectives are:

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

**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.

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

To demonstrate the GNWT's commitment to transparency and accountability in these times of global uncertainty and instability, the Premier has, for the first time, made public the mandate letters to Ministers that outline their key strategic objectives and priority actions. The mandates follow the vision, goals and priorities of the 17<sup>th</sup> Legislative Assembly and are also operationalized through the work of departments.

The 2013-14 departmental plans include a brief discussion on emerging issues in the operating environment that directly impacts their program and service delivery. They also include descriptions of key activities and details about the 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. A Resource Summary, including financial details and summary of human resources and infrastructure investments is also provided.

## 2. EMERGING ISSUES

### *Economic conditions*

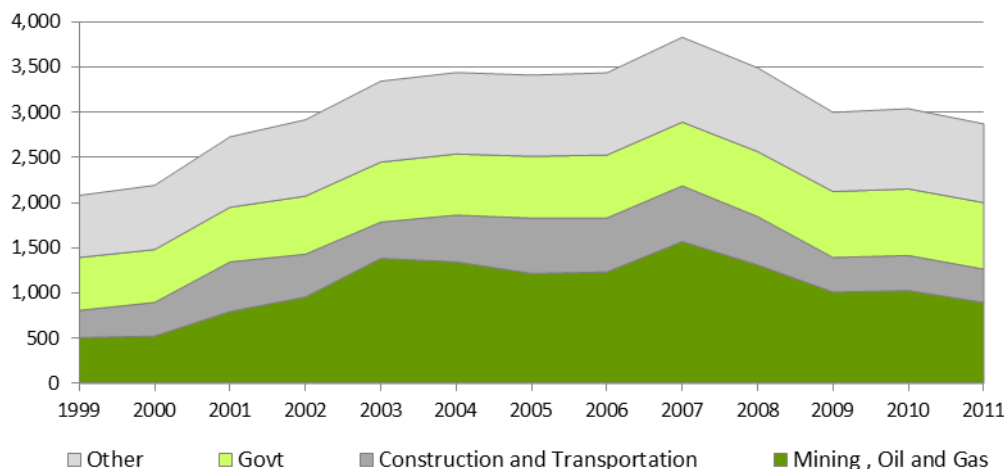
The territory has experienced limited economic growth in recent years and has been affected by the global recession after a number of years of unprecedented economic growth with the development of the diamond industry and the potential presented by the proposed development of the Mackenzie Gas Project. The decline in mining, oil and gas exploration activities has also impacted industries such as 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. Specifically, NWT mineral exploration fell from 6.8% of the Canadian total in 2007 to 2.2% in 2011. On the other hand, public sector investment was higher than historical levels in the past two years because of stimulus funding and the Dehcho 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 as the rest of Canada. There was a sharp downturn in economic activity in late 2008, with signs that conditions levelled in early 2009 and began to recover in 2010. In 2010, the economy of the NWT grew by 1.3% while the national GDP growth was 3.4%. Last year, the NWT's GDP declined by 5.5% while at the same time the national GDP grew by 2.6% and the GDP of Nunavut and Yukon grew by 7.7% and 5/6% respectively.

*NWT Gross Domestic Product at Basic Prices by Select Industry*

Millions of Chained  
(2002) Dollars



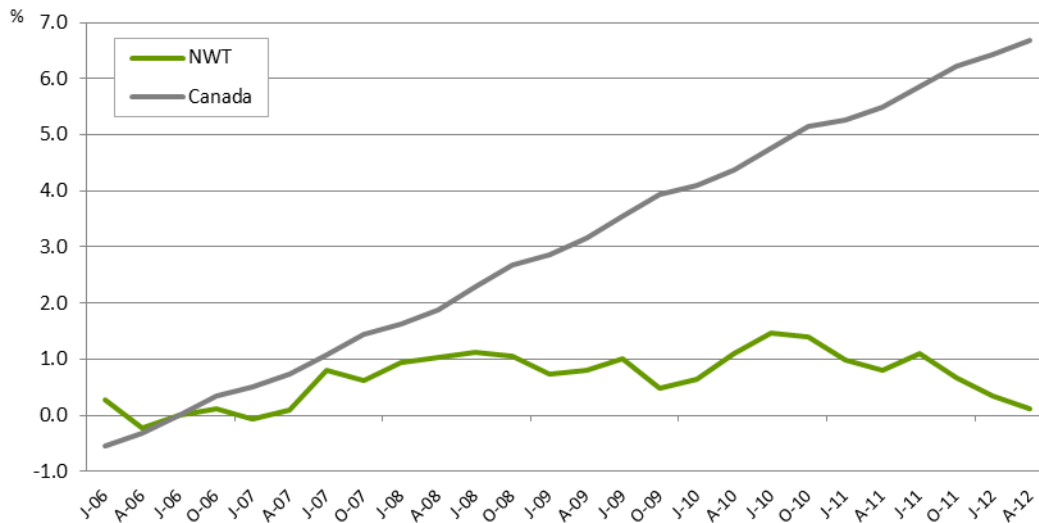
Despite last year's decline in GDP, brighter prospects are expected for this year and the next. Diamond production and activity associated with the known oil and gas potential in the Sahtu are expected to ramp up, increasing private investment spending and resulting in real GDP growth.

A new Mineral Development Strategy and an Economic Development Strategy will outline the GNWT's approach to take advantage of the opportunity for increased investment in the NWT. The focus of these strategies is to ensure the NWT's economy expands and grows in a sustainable manner, minimizing potential social and environmental impacts, and that all regions and communities in the NWT benefit from that economic growth.

### Population

Overall population growth in the Northwest Territories has flattened in recent years. With declining birth rates, inter-provincial migration is now the most critical component of population growth in the territory. The lack of overall population growth has a direct relationship with economic growth, as well as significantly impacting the Territorial Financing Formula with the Government of Canada.

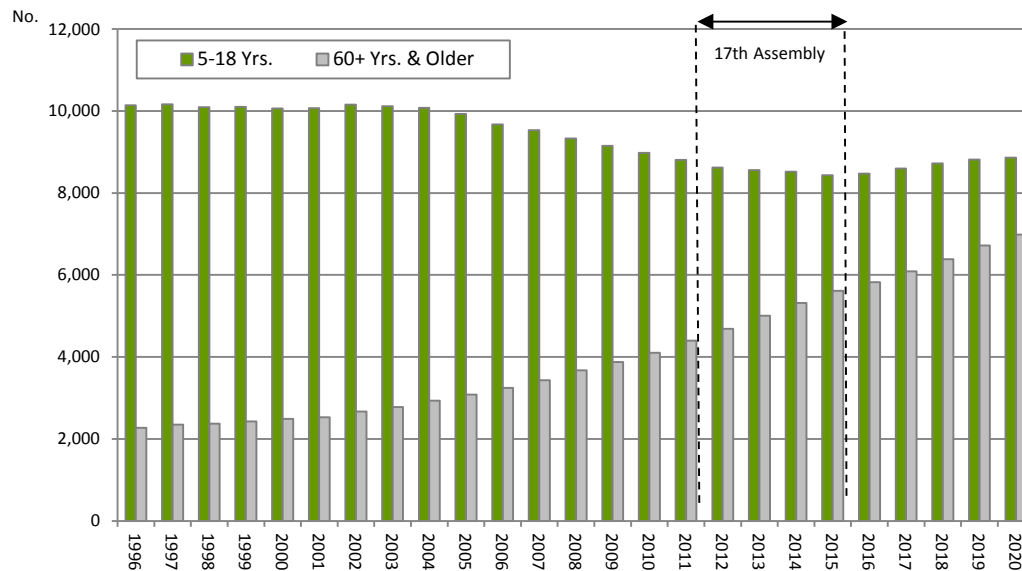
Change in Population Since 2006, NWT and Canada



There have been significant changes in age structure and community-level population growth rates that are likely to continue. The number of residents 60 years of age and over is expected to increase by 33.6% between 2011 and 2016. A trend towards urbanization continues: between 2001 and 2011, the Aboriginal population in Yellowknife grew by 18.9% while in the three largest regional centres (Fort Smith, Hay River and Inuvik) the growth of the Aboriginal population was 7.4% and only 1.9% in other smaller communities. Changes in age structure and different growth rates by community can impact the type and location of demand for government programs and services.

## Government of the Northwest Territories

Changing Age Structure, (1996-2020)



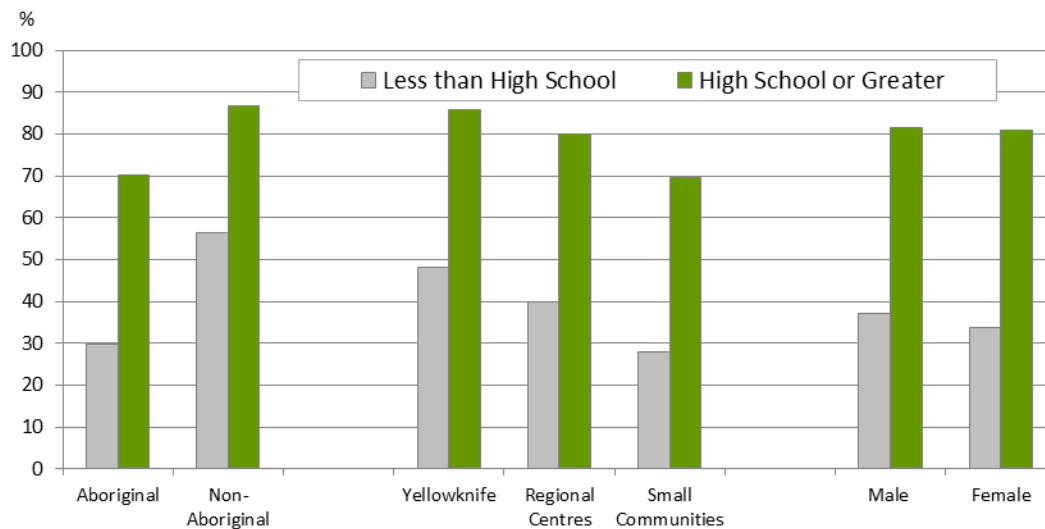
### Employment

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 by 3.6% this year, and another 4% in 2013.

The overall employment rate in the Northwest Territories continues to be higher than the average employment rate for Canada. In 2011, the territorial employment rate was 70.7% compared to the national employment rate of 61.8%. Despite a 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. In Yellowknife, the employment rate was 80.7% while in smaller communities, it was 59.3%.

As employment rates for those who have graduated from high school are almost double the rates of those who have not, regardless of ethnicity, geography or gender, it is clear that education levels are the most direct indicator of employment. High school graduation rates in the NWT, 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.

Employment Rate by Highest Level of Schooling (2009)



### *Decentralization*

Decentralization represents an opportunity to equitably distribute public service employment and associated economic benefits across the NWT. The GNWT is looking at ways this can be accomplished recognizing its overarching responsibility of fairness to its staff and the need for continued effective and efficient delivery of programs and services.

Immediate opportunities for decentralization have been identified and approved in various departments. The following decentralization initiatives will be implemented in 2013-14:

#### Single Window Service Centres Government Service Officer Positions

##### Executive

Executive will utilize existing funding from a vacant Regional Operations Supervisor position in Inuvik, as well as other O&M funding, to fund 3 Government Service Officer positions that will support part-time Government Service Centres in Tsiigehtchic, Wrigley and Fort Resolution.

#### Communications Officer – Liquor Licensing and Enforcement

##### Finance

Finance will establish a new Communications Officer in Hay River to provide corporate communications services to the Northwest Territories (NWT) Liquor Licensing & Enforcement Division, as well as the NWT Liquor Commission. The funding to support this position will be provided from liquor revenues.

#### Functional Recruitment Officer and Help Desk Supervisor

##### Human Resources



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Human Resources will transfer a Functional Recruitment Officer position located in Yellowknife to Inuvik and the reallocate existing resources (i.e. Contracts base funding from Corporate Human Resources Division provided for the 20/20 Stabilizing Human Resources Service Delivery) to establish a new HRHelpDesk Supervisor position to be located in Inuvik.

### Business Incentive Policy (BIP) Monitoring Office

Industry, Tourism and Investment

The BIP Monitoring Office will move from Yellowknife to Hay River. Included are four positions as follows: Manager, GNWT Procurement, Policy, Reporting and Standards; Senior Contract Reporting Officer; Contract Reporting Officer and a BIP Registrar.

### Enhancement to Regional Operations and North Slave Youth Officer

Municipal and Community Affairs

Municipal and Community Affairs (MACA) will re-profile funding of \$408,000 for three existing Mackenzie Gas Pipeline (MGP) positions located in Yellowknife, as well as combining resources retained in MACA as a result of Shared Financial Services (SFS) implementation, and will establish five Assistant Regional Superintendent positions to continue to provide strong financial management within the department while supporting community governments on their accountability requirements and with managing the opportunities and impacts associated with resource exploration and development. These positions will be located in Inuvik, Norman Wells, Behchoko, Fort Simpson and Fort Smith.

MACA will create a new Youth Officer position for the North Slave region and will redefine the Yellowknife Youth Officer position to focus on territorial coordination across all youth-related functions within the department.

### Community Wellness Coordinators

Health and Social Services

Health and Social Services will fund two community wellness coordinator positions, one in each of Fort Smith and Inuvik, through the re-profiling of \$300,000 funding provided for travel, and research/writing to support a 6-month Ministers Forum to travel to communities to explore the most effective community-based programming approaches, the results of which would identify ongoing investments to support effective community-based programming for addictions.

As well, currently there are significant vacant regional positions. As such, a regional recruitment strategy is being developed to maximize local and community access to these employment opportunities, correlated to labour force availability.

In the mid-term, there may be opportunities for decentralization related to the devolution of land and resource management responsibilities from the Government of Canada to the

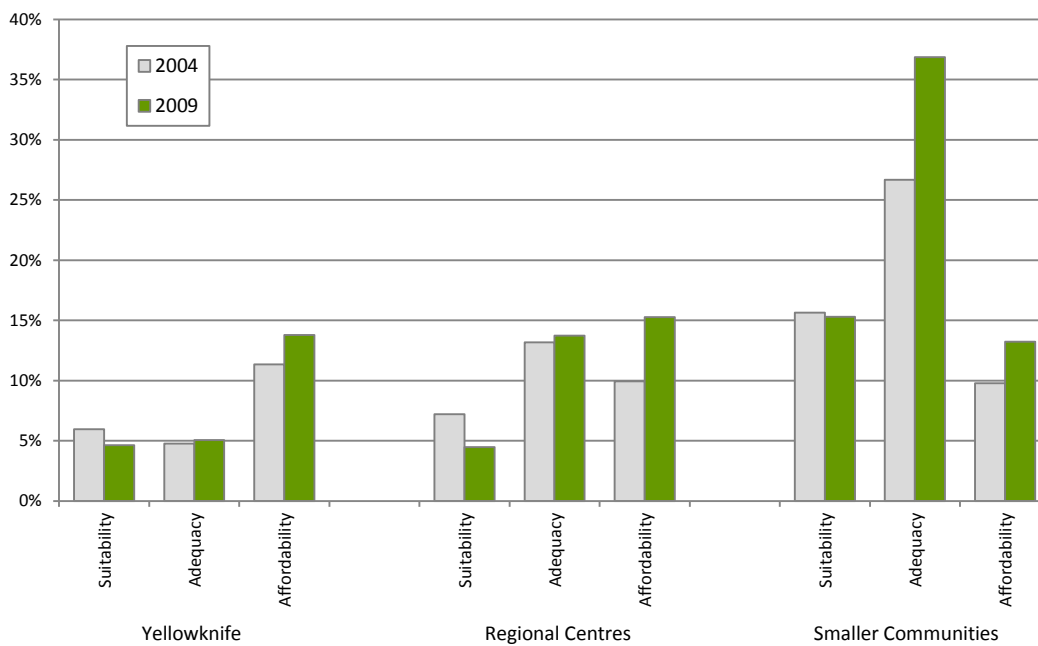
Government of the Northwest Territories. The organizational design work being undertaken in support of devolution will be guided by the principal of taking advantage of opportunities that devolution may present. Availability of housing and office space, human resource and cost implications as well as matching skills are all considerations in longer term planning for decentralization as to is the recognition that these constraints affect Aboriginal governments, community governments and industry.

*Social Conditions*

Social conditions in many areas have shown improvement in recent years and work undertaken in 2013-14 is planned to ensure this trend continues.

With 65.4% of households in smaller communities, 33.5% of households in regional centres and 23.5% of household in Yellowknife having some sort of housing problems in 2009, improving housing conditions is an important priority for the 17<sup>th</sup> Legislative Assembly. *Building for the Future: Northern Solutions for Northern Housing* is the government’s strategic framework that will guide its actions aimed at improving housing conditions in the NWT. The framework was released in April 2012 and identifies strategic priorities and actions that will address the spectrum of need from homelessness to homeownership over the long term.

*Housing Problems by Community Type (2004 and 2009)*



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. Similarly, fewer NWT residents eat healthy amounts of fruits and vegetables than do residents in general in Canada.

## *Government of the Northwest Territories*

As evidenced in the latest NWT Health Status Report, a high incidence of mental health challenges in our population continues to be a problem. The 2009 NWT Addictions Survey shows that the high rate of substance use continues to be a concern across the Territory. Mental health issues quite often lead to substance abuse and vice versa, with 58% of hospitalizations for mental illness caused by substance related disorders.

The crime rate in the NWT is about eight 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 largely driven 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, such as breach of probation, all of 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 considerable disparity in income distribution by community type. In 2009, 16.7% of families in the NWT had a total annual household income under \$30,000. Broken down further, 10.1% of families in Yellowknife, 17.5% of families in the regional centers of Hay River, Inuvik or Fort Smith, and 26.5% of families in the smaller communities reported having had under \$30,000 in annual income.

The government is working collaboratively with stakeholders from across the NWT to develop a plan to improve the well-being and self-reliance of Northerners and further reduce poverty in the territory. Efforts will focus on poverty related issues such as support for children and families, improved education and life skills, the housing situation, and jobs that provide a healthy standard of living.

## *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 Government of Canada to the GNWT. Transferring control of the NWT's natural resources from the Government of Canada to the GNWT will promote self-sufficiency and prosperity of the Territory and reduce its reliance on federal funding.

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. A great deal of planning is also needed to facilitate a smooth transition and effective implementation. It is expected that a devolution final agreement will be signed in 2012 and come into effect in 2014.

The GNWT remains committed to strengthening and renewing its relationship with Aboriginal government partners as evidenced in its Aboriginal Engagement Strategy titled: *Respect, Recognition, Responsibility: The Government of the Northwest Territories' Approach to Engaging with Aboriginal Governments*.

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 promote responsible and sustainable development that preserves both our environment and 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.

The development of a NWT Land Use and Sustainability Framework will guide GNWT decision making about land use matters in a consistent manner based on clear interests now and after devolution. As a first step, the GNWT has released and invited comments and input on a Land Use and Sustainability Framework discussion paper which lays out its vision, principles and land interests. Public feedback on the discussion paper will help create a relevant, responsive and balanced framework.

### *Infrastructure*

Territorial infrastructure has been improved and expanded, but aging infrastructure, high construction costs and sunsetting federal programs 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, in many areas, 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. However, with the continuation of the gas tax which has now been legislated, the GNWT is advancing negotiations with Canada on the renewal of the federal government's Building Canada Plan.

The GNWT's increased borrowing limit will help it 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 Fibre Optic link and hydro initiatives. Preparatory work on those initiatives is underway. Similarly, the GNWT remains committed to investing in community governments to address their infrastructure priorities.

### 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 2013-14 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>○ Implement the 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 and Sustainability 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 Greenhouse 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: Increase employment opportunities where they are most needed**

<i>Priority Actions</i>	<i>Activities</i>
<ul style="list-style-type: none"> <li>○ Decentralizing more GNWT positions</li>   <li>○ Reducing dependency on government by encouraging people who are able to enter or remain in the workforce</li>   <li>○ Supporting childcare programs to help parents become or stayed employed</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop a regional recruitment strategy to maximize local and community access to current employment opportunities.</li>   <li>○ 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.</li>   <li>○ Income Security Policy Framework and Income Security programs encourage people to pursue activities that lead to self-reliance.</li>   <li>○ Develop and implement an action plan in response to recommendations from Adult Literacy and Basic Education Review to better assist adults to acquire skills needed for self-reliance.</li>   <li>○ Work with partners to implement NWT Labour Force Development Framework to address training needs in regions and communities.</li>   <li>○ Collaboratively with stakeholders develop an NWT Anti-poverty strategy based on the priorities of the 17th Assembly.</li>   <li>○ Maximize northern employment, training, community wellness and business benefits through socio-economic agreements from industry.</li>   <li>○ Support employment and training in small communities (Small Community Employment Supports Program)</li>   <li>○ Provide early childhood development programs and services.</li>   <li>○ Child Care Subsidies financially assist parents with the cost of childcare while parents are working, attending school or taking training.</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 Fibre Optic 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</li> <li>○ Supporting the traditional economy</li> <li>○ Improving our regulatory processes</li> </ul>	<ul style="list-style-type: none"> <li>○ The 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.</li> <li>○ Continue to pursue P3 procurement approach to the Mackenzie Valley Fibre Optic Link.</li> <li>○ The draft Hydro Strategy includes environmental, engineering and financial analysis as well as alternative energy – solar, wind, biomass, geothermal</li> <li>○ Along with these major projects, the GNWT continues to invest in deferred maintenance projects as well as other programs such as the Capital Asset Retrofit Program that retrofits assets for energy efficiency.</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>○ 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 <i>Mackenzie Valley Resource Management Act</i> and</li> </ul>

<i>Priority Actions</i>	<i>Activities</i>
	<p>development of the <i>NWT Surface Rights Board Act</i>.</p> <ul style="list-style-type: none"><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>○ Implementing <i>Building for the Future: Northern Solutions for Northern Housing</i>, the GNWT's new strategic framework for housing.</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>○ <i>Building for the Future: Northern Solutions for Northern Housing</i> includes 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 NWTHC 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 calls for a return to surpluses to pay down the short-term borrowing incurred for capital investments over the past few years and to generate cash to invest in future infrastructure projects. In order to accomplish this, expenditure growth, net of compensation increases, will be capped at 2 per cent. The GNWT share of capital investment will continue to be held at \$75 million. The proposed 2013-14 Operations Expenditures support this strategy.

The draft 2013-14 Annual Business Plans propose Operations Expenditures totalling \$1.428 billion. This represents growth of about 1.25% from the 2012-13 Main Estimates. Not included in these Business Plans is the financial impact associated with the new Collective Agreement with the Union of Northern Workers. The estimated adjustment for salary increases is approximately \$10 million and when added to Operations Expenditures, represents growth of 1.96%.

The proposed 2013-14 Operations Expenditures includes \$29.0 million for Forced Growth, \$16.4 million for Initiatives and Other Adjustments and offset by \$26.4 million in sunsets.

Total revenues for the 2013-14 fiscal period are forecast to be \$1.594 billion, which is a 4.61% increase from the 2012-13 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)**

	2012-13					2013-14						
	Main Estimates	Transfers and Restatements	Sunsets	Reductions	Initiatives	Other Adjustments	Forced Growth	Amortization Requirements	Business Plans	Increase/ (Decrease)	Percent Change	
LA	18,508	-	-	-	-	-	-	-	18,508	-	0.00%	
Executive	22,862	-	(9,301)	-	6,071	-	584	-	20,216	(2,646)	-11.57%	
HR	42,796	(1,278)	(344)	-	-	-	439	-	41,613	(1,183)	-2.76%	
AAIR	7,304	-	-	-	-	-	-	(15)	7,289	(15)	-0.21%	
Finance	76,663	831	(6,589)	-	-	250	1,731	-	72,886	(3,777)	-4.93%	
NWTHC	65,458	(46)	(758)	-	-	-	1,540	-	66,194	736	1.12%	
MACA	95,533	(67)	(554)	-	-	200	3,227	-	98,339	2,806	2.94%	
PW&S	93,682	3,843	(1,760)	-	-	4,920	4,282	(560)	104,407	10,725	11.45%	
H&SS	349,926	(2,811)	(2,358)	-	-	1,267	5,091	-	351,115	1,189	0.34%	
Justice	113,674	-	(588)	-	-	590	1,801	-	115,477	1,803	1.59%	
ECE	289,107	(68)	(910)	-	-	1,128	3,502	-	292,759	3,652	1.26%	
DOT	120,415	(195)	-	-	-	-	1,685	-	121,905	1,490	1.24%	
ITI	49,560	(104)	(2,356)	-	-	-	799	(41)	47,858	(1,702)	-3.43%	
ENR	65,693	(105)	(950)	-	1,700	285	3,803	(178)	70,248	4,555	6.93%	
	<b>1,411,181</b>	<b>-</b>	<b>(26,468)</b>	<b>-</b>	<b>7,771</b>	<b>8,640</b>	<b>28,484</b>	<b>(794)</b>	<b>1,428,814</b>	<b>17,633</b>	<b>1.25%</b>	

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

	<b>2012-13 Main Estimates</b>	<b>2013-14 Business Plans</b>	<b>Increase (Decrease) from 2012-13 Main Estimates</b>	<b>Percentage Change from 2012-13 Main Estimates</b>
Legislative Assembly	18,508	18,508	-	0.00%
Executive Offices	22,862	20,216	(2,646)	-11.57%
Human Resources	42,796	41,613	(1,183)	-2.76%
Aboriginal Affairs and Intergovernmental Relations	7,304	7,289	(15)	-0.21%
Finance	76,663	72,886	(3,777)	-4.93%
NWT Housing Corporation	65,458	66,194	736	1.12%
Municipal and Community Affairs	95,533	98,339	2,806	2.94%
Public Works and Services	93,682	104,407	10,725	11.45%
Health and Social Services	349,926	351,115	1,189	0.34%
Justice	113,674	115,477	1,803	1.59%
Education, Culture and Employment	289,107	292,759	3,652	1.26%
Transportation	120,415	121,905	1,490	1.24%
Industry, Tourism and Investment	49,560	47,858	(1,702)	-3.43%
Environment and Natural Resources	65,693	70,248	4,555	6.93%
	<b>1,411,181</b>	<b>1,428,814</b>	<b>17,633</b>	<b>1.25%</b>

**DEPARTMENT OF ABORIGINAL  
AFFAIRS AND INTERGOVERNMENTAL  
RELATIONS**



## 1. DEPARTMENT 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 government-wide 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.

### OPERATING ENVIRONMENT

In June 2012, the GNWT tabled "*Respect, Recognition, Responsibility: The Government of the Northwest Territories' Approach to Engaging with Aboriginal Governments*" in the Legislative Assembly. This document represents the GNWT's formal commitment to a set of principles and key actions aimed at strengthening and renewing relationships with its Aboriginal government partners. The Department of Aboriginal Affairs and Intergovernmental Relations (DAAIR) has been assigned the primary responsibility for the government-wide coordination of '*Respect, Recognition, Responsibility*' and will be working closely with all GNWT departments to ensure the consistent application of its principles.

The GNWT recognizes that it has a legal obligation to consult with Aboriginal governments and organizations whenever it is considering an action that might adversely affect Aboriginal or Treaty rights. Prior to a February 2012 decision from the Federal Court, the GNWT would typically initiate consultations with Aboriginal groups that could be impacted by the negotiation of land, resources and self-government agreements after an Agreement-in-Principle was approved. However, the February 2012 Court decision clarified that the duty to consult is triggered earlier in the negotiating process and can be expected to be a prominent component of



Aboriginal rights negotiations. This new approach to consultation will increase the responsibilities and work of the department who must lead these consultations on behalf of the GNWT.

The complexity of negotiations continues to increase in the southern parts of the NWT. The overlapping interests of the Akaitcho Dene First Nations and the Northwest Territory Métis Nation have resulted in the Akaitcho Dene initiating legal action against Canada and the Métis Locals in Hay River and Fort Smith. The collective interests of the Dehcho First Nations, and in particular the Kátł'odeeche First Nation and West Point First Nations, are expected to add to the challenges of negotiations in the area.

Recently the Pehdzeh Ki First Nation (Wrigley) has stated that they wish to pursue their own community-based comprehensive land claim negotiation. This, along with the Acho Dene Koe First Nation's community-based process and the potential for Kátł'odeeche First Nation to have their own process, further increases the overlap between negotiations and adds new challenges to finding regional solutions to resource management and self-government in the Dehcho.

Negotiating and implementing intergovernmental program and service delivery arrangements with existing and emerging Aboriginal self-governments is expected to become increasingly prominent in the coming years. Limits on the resources and capacity of Aboriginal self-governments is expected to highlight the needs and advantages for Aboriginal self-governments and the GNWT to work together to ensure that programs and services continue to be effectively delivered for all residents of the NWT. Formalizing these relationships in intergovernmental program and service delivery arrangements is expected to be challenging since the GNWT has a central role in self-government program and service areas and the dual responsibility of responding to Aboriginal self-government needs while maintaining its ability to deliver programs and services to NWT residents who are not constituents of an Aboriginal self-government.

## 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.

### Other Initiatives

DAAIR will continue to implement the action plan set out in its 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. Building on its succession planning practices, DAAIR will establish an Assistant Deputy Minister position in the department.

As milestones at certain land, resources and self-government negotiations approach, DAAIR will continue to conduct mandate compliance reviews on draft agreements. The department will also continue to 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.

The division will continue to work with the Department of Justice to ensure that, consistent with evolving jurisprudence in the area of Aboriginal consultation, the GNWT meets all of its consultation obligations stemming from the negotiation of land, resources and self-government agreements in the NWT. This will likely include an obligation to provide financial support to certain Aboriginal groups to enable them to participate in the consultation process in a meaningful way.

In 2012-13, DAAIR undertook a review of the current funding level provided to Métis Locals through its *Core Funding to Métis Locals* program. The outcome of this review determined that the existing program can sustain increasing the annual core funding to Métis Locals by approximately 50% through a reallocation of the under subscribed funding that has historically existed in the program each year. This increase to funding will be implemented for 2012-13 and beyond.

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.

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

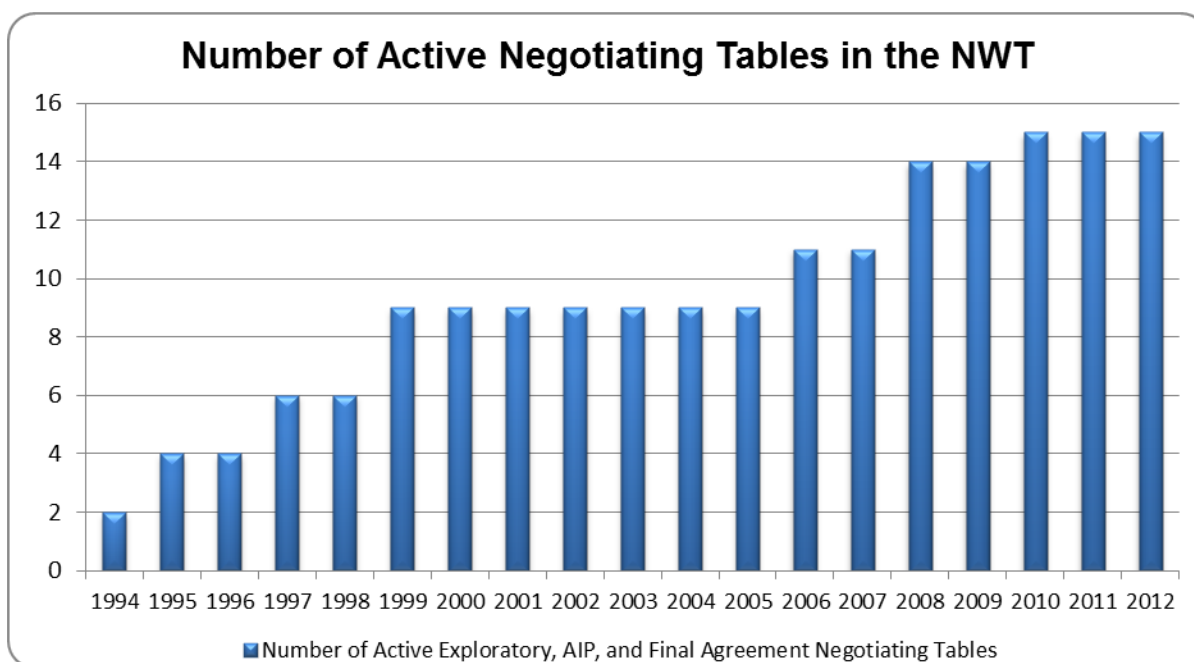
### Description

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.

### Performance Measures

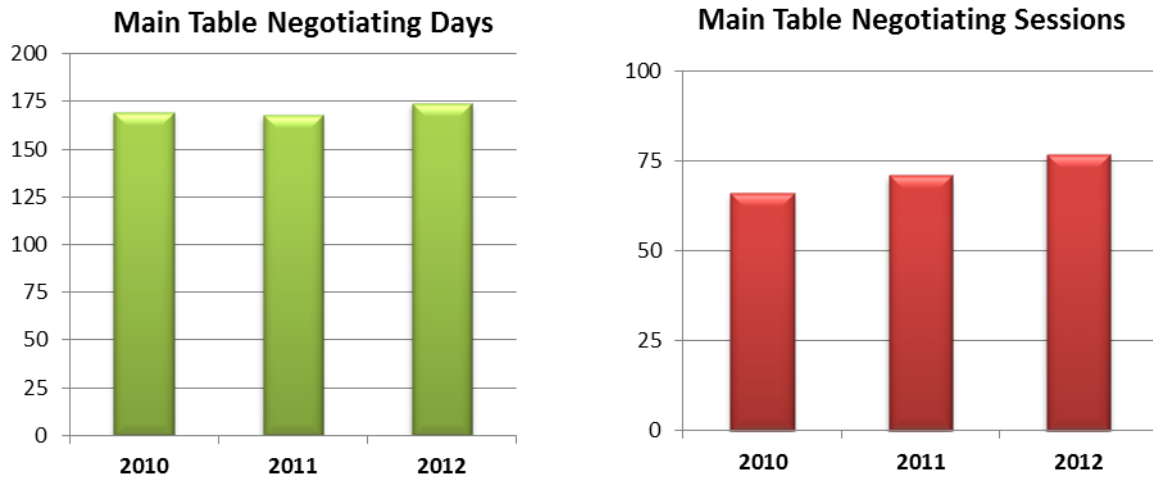
#### *Measure 1*

#### *Number of Active Negotiations*



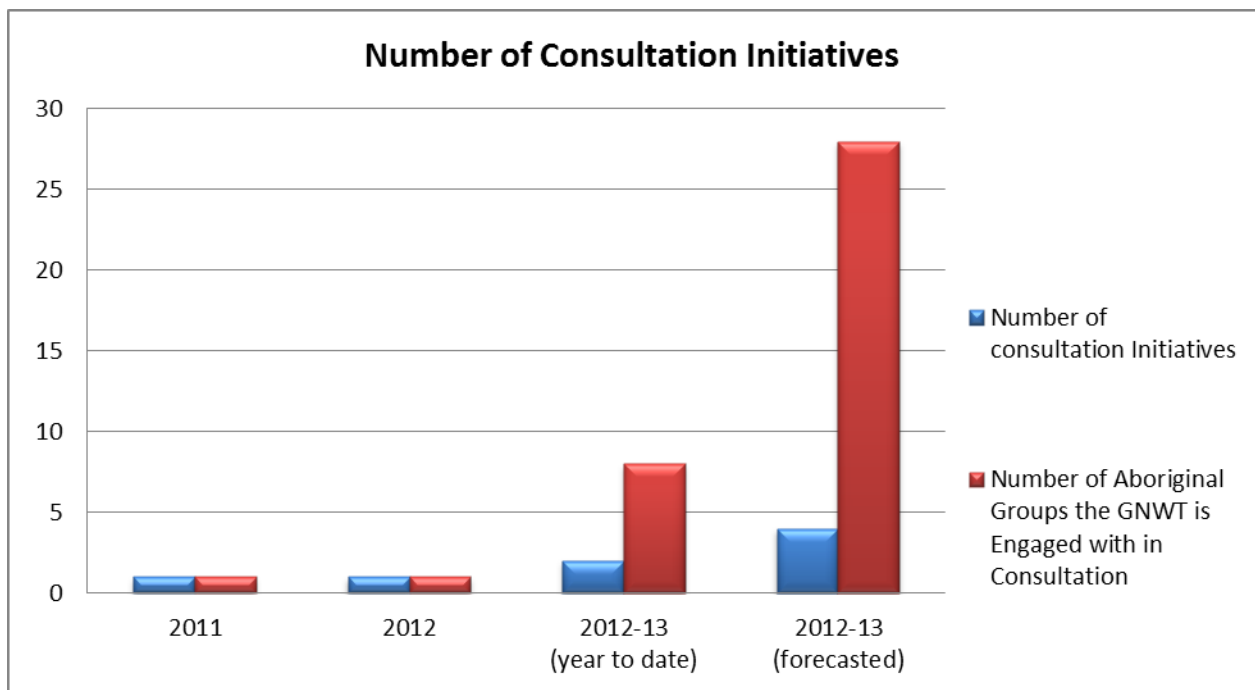
Across Canada, Aboriginal rights negotiations take, on average, approximately 20 years to complete. Negotiations in the NWT reflect this trend. Regional land and resources negotiations, fulfilling commitments to negotiate community-based self-government agreements, and increased interest from non-resident 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*



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  
Number of Consultation Initiatives Engaged In*



In 2011, the department was engaged in consultations with one Aboriginal group regarding the draft Déljñę Final Self-Government Agreement. Given the recent Federal Court decision that clarified that the duty to consult is triggered earlier in the negotiating process, the department can expect to see a dramatic increase in its work to discharge the GNWT's legal duty to consult. This is particularly important given the milestones anticipated at several sets of land, resources and self-government negotiations.

*Measure 4*

*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.

*Other Initiatives*

DAAIR will continue to represent the GNWT at 15 land, resources and self-government negotiations in the NWT. While the progress of each table is dependent on the collaborative efforts of all parties to negotiations, the department will continue to make progress at the following negotiating tables:

- *Exploratory Negotiations / Discussions in Advance of a Framework Agreement*
  - Colville Lake Self-Government Negotiations
  - Fort Good Hope Self-Government Negotiations
  - First Nation of Nacho Nyak Dun Transboundary Negotiations
  - Kátl'odeeche First Nation Community-Based Negotiations
  
- *Negotiations Leading to the Conclusion of an Agreement-in-Principle*
  - Inuvialuit Self-Government Negotiations
  - Gwich'in Self-Government Negotiations
  - Tulita Self-Government Negotiations
  - Norman Wells Land Corporation Self-Government Negotiations
  - Dehcho First Nations Land, Resources and Self-Government Negotiations
  - Acho Dene Koe First Nation Phase I Land, Resources and Self-Government Negotiations
  - Akaitcho Dene First Nations Land, Resources and Self-Government Negotiations
  - Northwest Territory Métis Nation Land, Resources and Self-Government Negotiations
  - Manitoba Denesuline Transboundary Negotiations
  - Athabasca Denesuline Transboundary Negotiations
  
- *Negotiations Leading to the Conclusion of a Final Agreement*
  - Déljñę Self-Government Negotiations

DAAIR is also responsible for discharging the GNWT's duty to consult Aboriginal groups whose asserted or established Aboriginal or treaty rights may be adversely impacted by the negotiation of land, resources and self-government agreements. Recent court decisions and the extensive overlapping interests in the southern NWT will result in a dramatic increase in the Negotiation division's work to discharge the GNWT's legal duty to consult.

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

### Description

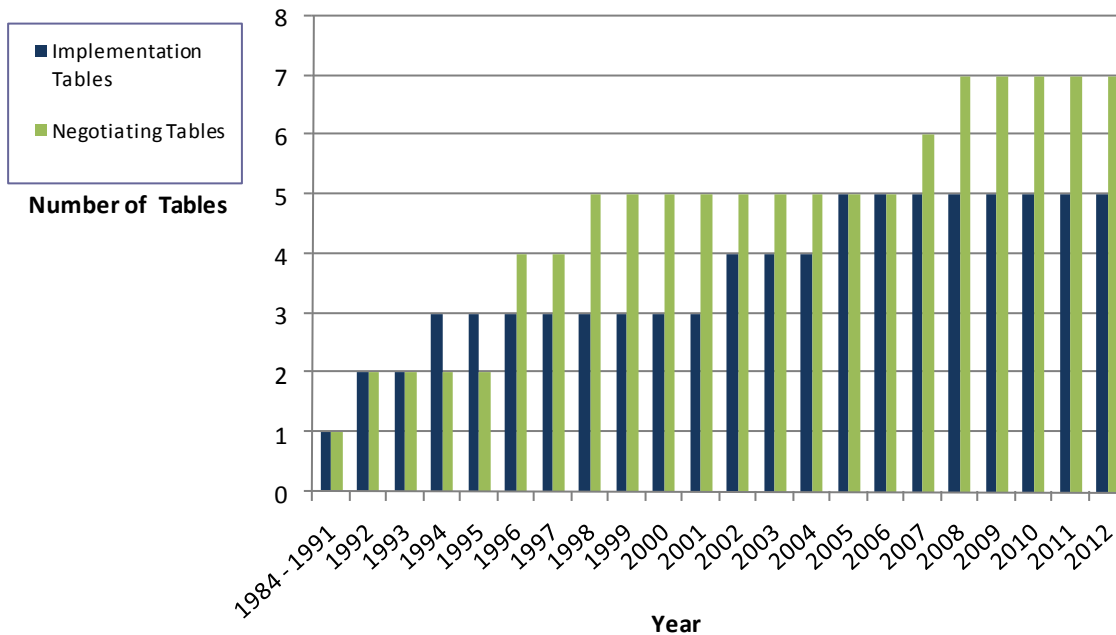
The **Implementation Division** is responsible for negotiating implementation plans, financing agreements and joint program and service delivery arrangements associated with land, resources and self-government agreements. The division is also responsible for monitoring and facilitating ongoing GNWT implementation obligations and activities pursuant to settled land, resources and self-government agreements, and representing the GNWT on trilateral Implementation Committees tasked with monitoring and coordinating the overall implementation of the agreements.

### Performance Measures

#### 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 Délı̄ne Joint Fiscal and Implementation Working Group, DAAIR participated in the ongoing negotiation of a consolidated financing agreement for the Délı̄ne Got'ı̄ne 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 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.

*Other Initiatives*

In 2013-14, DAAIR will continue to 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.

Based on current projected timelines for negotiating land, resources and self-government agreements, DAAIR will represent the GNWT in the negotiation of fiscal agreements and implementation plans associated with an Inuvialuit self-government agreement and the Acho Dene Koe First Nation land, resources and self-government agreement. Following ratification of the Délı̄ne Final Self-Government Agreement, DAAIR will 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.

Where specific initiatives in relation to joint program and service delivery arrangements are being considered as an approach to capacity building and implementation, 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.

## KEY ACTIVITY 4 – MANAGING THE GNWT’S INTERGOVERNMENTAL RELATIONS

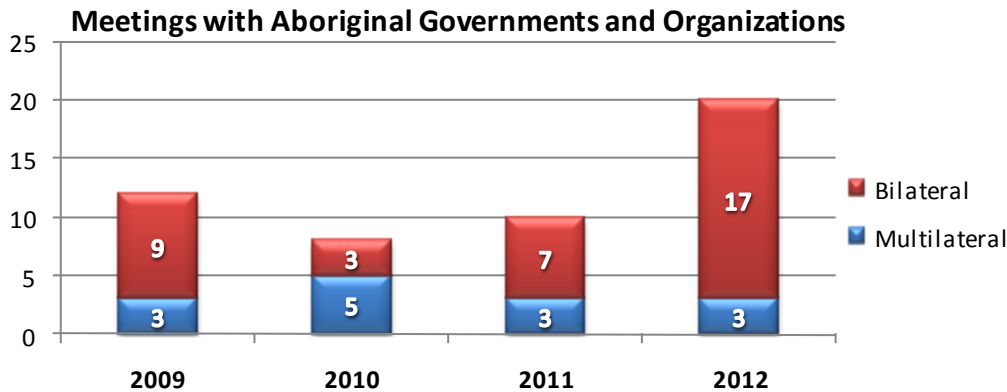
### Description

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.

### Performance Measures

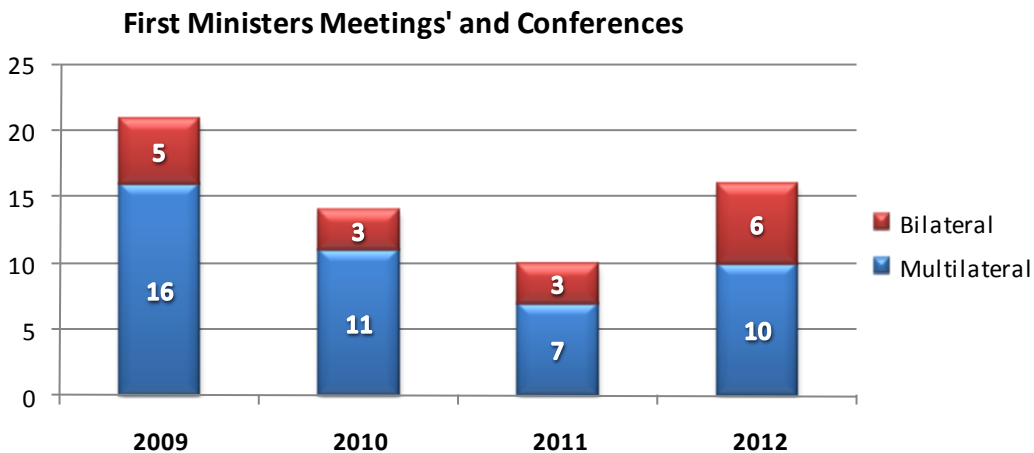
#### *Measure 1*

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



#### *Measure 2*

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





**Other Initiatives**

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. In doing this DAAIR will continue to raise awareness of Northern issues at the regional, national and international level in these and other fora.

DAAIR will continue to work with all GNWT departments to ensure the proper implementation of the '*Respect, Recognition, Responsibility*' initiative. These efforts will assist the GNWT and Aboriginal governments to be better positioned to advance their respective and shared priorities and serve the interests of all NWT residents.

DAAIR will continue to prepare and provide assistance with the Premier's and Cabinet's engagement with Aboriginal governments in bilateral and multilateral government-to-government meetings that focus on regional issues and how NWT governments can work together. DAAIR will also 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.

The GNWT's Federal Engagement activities will include the participation in the Northern Lights trade show and conference in Ottawa in early 2014. This participation will be coordinated by DAAIR and will continue to strengthen the GNWT's presence in Ottawa, raise awareness and understanding of the NWT's investment potential and the territory's contributions to Canada in general.

May of 2013 will mark the beginning of the Canadian chairmanship of the Arctic Council. The GNWT will be working with its pan-territorial partners to advance identified common interests including increasing the visibility of the territories at the Arctic Council. DAAIR will continue to work with our partners in the Permanent Participant organizations, territorial governments and the federal government to ensure the GNWT is in a position to effectively communicate its key interests in the delivery of Canada's Arctic Council agenda and the international dimension of its *Northern Strategy*.

## 2. RESPONDING TO PRIORITIES

### BUILD A STRONG AND SUSTAINABLE FUTURE FOR OUR TERRITORY

#### Description

DAAIR's core business directly supports the 17th 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.

#### Major Program and Service Initiatives Planned for 2013-14

- The GNWT is committed to advancing the priorities of the 17<sup>th</sup> Legislative Assembly in partnership with the federal government. To assist in this, DAAIR will lead continued efforts to ensure these priorities are advanced in a coordinated and strategic fashion with key federal counterparts in conjunction with departments. These priorities include: devolution, a streamlined regulatory environment, responsible stewardship, and developing a sustainable approach to northern housing needs.
- DAAIR is coordinating the efforts to raise the territory's profile in the nation's capital and will continue to assist in strengthening the GNWT's relationships with the Prime Minister and key federal Ministers. Efforts for 2013-14 will be primarily focussed on raising the territory's profile and further strengthening relations with key federal and national counterparts. To do this, the territory will participate in the Northern Lights trade show.
- DAAIR will continue to coordinate and implement the GNWT's approach to engagement with Aboriginal governments throughout the year, based on '*Respect, Recognition, Responsibility*'. DAAIR will also continue to work with departments to encourage the consistent application of the principles outlined in '*Respect, Recognition, Responsibility*' Employee Guide.
- DAAIR will continue to support the Premier's and Cabinet's government-to-government meetings. Since the start of the 17<sup>th</sup> Legislative Assembly, there have been more than 30 government-to-government meetings between the GNWT and Aboriginal governments across the territory.
- DAAIR will 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 achieve consistent and complementary approaches to governance in the NWT.
  - Continue to lobby the federal government to provide adequate funding to Aboriginal 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.
- To continue strengthening mutually respectful relationships with Aboriginal governments and organizations, DAAIR will work to ensure that the GNWT meets all of its consultation obligations stemming from the GNWT's participation in land, resources and self-government negotiations in the NWT. DAAIR commits to undertake these consultations in good faith and in a manner in keeping with the honour of the Crown, consistent with the GNWT's public commitment to consultation.
- DAAIR will work closely with the Devolution office, federal officials, and with Aboriginal governments who have completed land, resources and self-government agreements, to ensure that the provisions of the Devolution Agreement-in-Principle which address federal government activities under existing implementation plans are fulfilled in a manner that respects the obligations set out in the agreements.

## **STRENGTHEN AND DIVERSIFY OUR ECONOMY**

### **Description**

DAAIR's core business supports the 17th Legislative Assembly's priority to Strengthen and Diversify Our Economy through the contributions that settled Aboriginal rights agreements make to the stability and predictability of the territorial business environment and through its efforts to implement the GNWT's Federal Engagement activities.

### **Major Program and Service Initiatives Planned for 2013-14**

- DAAIR will continue to make progress in finalizing land, resources and self-government agreements that are workable, affordable and respectful of Aboriginal rights. These agreements will help create certainty with regard to land ownership and resource management in the NWT.
- The GNWT's priority of strengthening and diversifying the economy of the Northwest Territories is consistent with the federal government's goals for the North and for Canada in general. DAAIR will continue to assist the GNWT's coordinated federal engagement efforts, in order to streamline these with federal priorities which are designed to build the economy.
- DAAIR will continue to assist lead GNWT departments in their strategic advancement of the following GNWT federal priorities: the Mackenzie Valley Highway, the Mackenzie Gas Project, Mackenzie-Fibre-Link, and exploration of the territory's hydro potential.

### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2013-14 Main Estimates	2012-13 Revised Estimates	2012-13 Main Estimates	2011-12 Actuals
Operations Expense				
Corporate Management	2,727	2,456	2,456	2,511
Negotiations	2,376	2,442	2,442	2,177
Implementation	682	696	696	631
Intergovernmental Relations	1,504	1,710	1,710	2,076
Total Operations Expense	7,289	7,304	7,304	7,395
Revenues	-	-	-	133

#### HUMAN RESOURCE SUMMARY

	Proposed 2013-14	2012-13	2011-12	2010-11
Total Number of Employees	39	39	40	40

## Appendix I – Financial Information

### Operations Expense Summary

	PROPOSED ADJUSTMENTS						2013-14 Business Plans
	2012-13 Main Estimates	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
<b>Corporate Management</b>							
Directorate	1,237	0	0	0	(15)	396	1,618
Policy, Planning and Communications	1,219	0	0	0	0	(110)	1,109
<b>Total Corporate Mgmt.</b>	<b>2,456</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>286</b>	<b>2,727</b>
<b>Negotiations</b>	2,442	0	0	0	0	(66)	2,376
<b>Total Negotiations</b>	<b>2,442</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(66)</b>	<b>2,376</b>
<b>Implementation</b>	696	0	0	0	0	(14)	682
<b>Total Implementation</b>	<b>696</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(14)</b>	<b>682</b>
<b>Intergovernmental Relations</b>	1,710	0	0	0	0	(206)	1,504
<b>Total Intergov. Relations</b>	<b>1,710</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(206)</b>	<b>1,504</b>
<b>TOTAL DEPARTMENT</b>	<b>7,304</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>7,289</b>

**Explanation of Proposed Adjustments to Operations Expense**

Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Corporate Management</b>						
Directorate	Establishment of an Assistant Deputy Minister position (salary and benefits)	0	0	0	0	230
Directorate	Consolidation of divisional training and development budgets to be managed corporately	0	0	0	0	98
Directorate	Increased departmental employee benefit / corporate costs	0	0	0	0	68
Directorate	Sunset of Amortization – Leasehold Improvements	0	0	0	(15)	0
		0	0	0	(15)	396
Policy, Planning and Comm.	Internal reallocation of resources to support operational requirements	0	0	0	0	(90)
Policy, Planning and Comm.	Consolidate training and development budget	0	0	0	0	(20)
		0	0	0	0	(110)
	<b>Total Corporate Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>286</b>
<b>Negotiations</b>						
Negotiations	Internal reallocation of resources to support operational requirements	0	0	0	0	(16)
Negotiations	Consolidate training and development budget	0	0	0	0	(50)
	<b>Total Negotiations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(66)</b>
<b>Implementation</b>						
Implementation	Consolidate training and development budget	0	0	0	0	(14)
	<b>Total Implementation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(14)</b>
<b>Intergovernmental Relations</b>						
Intergovernmental Relations	Return of temporary resources allocated to plan and host NWT Days in Ottawa during 2012-13	0	0	0	0	(115)
Intergovernmental Relations	Internal reallocation of resources to support operational requirements	0	0	0	0	(76)
Intergovernmental Relations	Consolidate training and development budget	0	0	0	0	(15)
	<b>Total Intergovernmental Relations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(206)</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(15)</b>	<b>0</b>

**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

Revenue Item	(thousands of dollars)	
	2012-13 Main Estimates	2013-14 Business Plans
<b>The department does not have any revenue budgets</b>		

**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2013-14 Business Plan**

(thousands of dollars)							
Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Re-allocation	2013-14 Business Plan
<b>Corporate Management</b>							
Core Funding to Métis Locals	No Change (annual core funding to each Métis Local increased from within existing program budget)	225	-	-	-	-	225
Special Events Funding to Aboriginal Organizations	No Change	75	-	-	-	-	75
<b>Total for Corporate Management</b>		<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>300</b>
<b>Intergovernmental Relations</b>							
Aboriginal Intergovernmental Initiatives Fund	No Change	350	-	-	-	-	350
<b>Total for Intergovernmental Relations</b>		<b>350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650</b>



## Appendix II – Human Resources Reconciliation

### Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan

	<b>Number of Positions</b>	<b>Location</b>	<b>Total</b>
<b>2012-2013 Main Estimates</b>	39	Headquarters	39
<b>Reductions:</b>	-	-	-
<b>Forced Growth:</b>	-	-	-
<b>Internal Reallocation:</b>			
Senior Negotiator	(1)	Headquarters	(1)
<b>New Positions:</b>			
Assistant Deputy Minister	1	Headquarters	1
<b>Total Proposed Positions 2013-14 Business Plan</b>	39	Headquarters	39
<b>Increase (Decrease)</b>			-

### **Appendix III – Infrastructure Investments**

The department does not anticipate any infrastructure investments in 2013-14.

# HUMAN RESOURCES



## 1. DEPARTMENT OVERVIEW

### MISSION

Supporting excellence in the GNWT public service through the shared-service 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.

### OPERATING ENVIRONMENT

#### **Business Transformation and Innovation**

In 2009 the Government of the Northwest Territories (GNWT) released *20/20: A Brilliant North*, the NWT Public Service Strategic Plan. The 10-year Strategic Plan, along with the accompanying action plans, details the strategic objectives, actions, time frames, and performance measures which will guide the GNWT with its human resource and workforce planning.

The Department of Human Resources (DHR) will continue to focus on ongoing renewal of human resources policy and legislation; new terms and conditions of employment in collective agreements; systems enhancements to PeopleSoft; enhanced partnerships with client departments and agencies and the unions as well as developing metrics and measures to gauge success. This will ensure the public service is engaged in improving and delivering programs and quality services to Northwest Territories residents. It will also ensure the GNWT is positioned to effectively and efficiently implement devolution and welcome new employees to the GNWT.

Through the 2012-16 *20/20* Action Plan work will continue on establishing the GNWT as an employer of choice, or more simply the best place to work.

#### **Labour Force Challenges**

Nation-wide, there are significant labour shortages and skilled occupational areas (e.g., engineers, program specialists, financial) are difficult to recruit. The GNWT experiences a number of recruitment and retention challenges including cost of living, accessibility to services, infrastructure limitations, and

family needs. 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. As well, the use of social media sites to share government job opportunities and the addition of an online talent community whose members can be contacted periodically for future vacancies should help increase recruitment success.

The GNWT continues to develop a northern workforce with compensation and benefits aligned with northern recruited employees. The Maximizing Northern Employment initiative to attract, identify, and develop high performing northern talent through the graduate placement, intern and summer student programs emphasize the benefits of establishing a career in the public service.

The Aboriginal population, as the fastest growing segment in the Canadian labour force, comprises 50.9% of the NWT population and is spread throughout our territory. The GNWT must take into consideration, in the development of human resource plans and initiatives that a large amount of the prospective and growing labour force resides in communities outside of Yellowknife. 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.

### **Workforce Planning and Knowledge Transfer**

With a multi-generational workforce, employee health issues/costs, family care responsibilities, work-life balance expectations, and social technology use the GNWT must explore innovative approaches for employee recruitment 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 20/20 action plans detail measures to guide the GNWT with its strategic human resource and workforce planning over the remaining 7 years of the Strategy.

Commitment to the Affirmative Action Policy through support for diversity and inclusion initiatives will help the GNWT attract and retain a representative public service from the prospective and growing labour force: Aboriginal persons and persons with disabilities. DHR is focused on development and ongoing refinement of initiatives such as internships, the Leadership Development Program, and the Associate Director/Superintendent Program to prepare employees for future challenges at all levels of the organization.

## KEY ACTIVITY 1 – DIRECTORATE

### Description

The **Directorate** provides leadership and direction to the Department of Human Resources. The Directorate also provides strategic/corporate human resource advice to the Minister as well as to Deputy Ministers and Deputy Heads across the GNWT.

### Performance Measures

#### Collective Bargaining

Fair and equitable treatment of employees is established through clear terms and conditions of employment negotiated with bargaining representatives. A contract has been negotiated and ratified with the Northwest Territories' Medical Association, and collective agreements have been negotiated and ratified with the Union of Northern Workers (UNW) and the Northwest Territories Teachers' Association. These four-year agreements to 2015-16 provide employees with predictable, stable terms of employment. Four-year agreements also provide the GNWT with the stability to address priorities of the 17<sup>th</sup> Legislative Assembly, including devolution.

The collective agreement between the GNWT and the UNW includes memorandum of understanding (MOU) to establish joint working groups to help GNWT employees work in safer and more productive environments. One working group is responsible to put into place interim provisions to provide protection for employees who disclose information in certain situations, and to provide employees with an independent mechanism to report situations where the employee, in good faith, believes wrongdoing is occurring. The other working group is responsible to review all relevant issues related to employee rest periods, including by not limited to, health and safety risks to employees and recipients of services. The review is to address the management of employee rest periods starting with health care, social work and child protection worker positions, and will expand to other positions where there may be health and safety risks to employees and/or recipients of services.

#### Improving Human Resource Management in the NWT

DHR continues 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. The *20/20* Action Plan and Results Reports for 2009-10, 2010-11 and 2011-12 were tabled in the Legislative Assembly.

In 2012-13, a new action plan has been developed to

- extend the action plan from three to four years to align with priorities identified by the 17<sup>th</sup> Legislative Assembly
- streamline actions in the plan from 42 in 2009-2012 to 26 in 2012-2016
- combine actions or move actions between goals to reflect a more efficient operational approach.

The 2012-2016 four-year action plan will be tabled during the fall 2012 sitting of the Legislative Assembly.

In 2011-12 DHR 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.

## *Human Resources*

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.

Under the NWT Public Service Strategic Plan DHR continues, in partnership with the Department of Municipal and Community Affairs, the NWT Association of Communities, and the Local Government Administrators of the NWT, to support implementation of programming under the Public Service Capacity Initiative.

### Human Resources Process Improvements / Service Partnership Agreements

DHR has made 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. The emphasis is shifting from fixing the foundation to maintaining the foundation.

In 2011-12, DHR initiated a business process review on the effectiveness of transactional processes for pay, benefits and data management services. An external contractor recommended strategies to improve processes including on-boarding, off-boarding, and helpdesk services. In 2012-13 DHR began implementing changes to transactional processes identified in the Business Process Improvement Plan. Overall, DHR works to reflect a continuous improvement approach where HR services are regularly reviewed and enhancements are made.

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. A draft SPA and GNWT core HR services catalogue were shared with the Department of Health and Social Services in 2011-12. Refinement of the SPA and catalogue is ongoing. The SPA process is being piloted in 2012-13 with the Health and Social Services system with the aim of commencing the implementation of SPAs across the GNWT in 2013-14.

### Devolution - Human Resource Planning and Implementation

Preparations to finalize and implement a devolution final agreement (Agreement) create a significant human resource management workload. There are several key items which will require investments by the DHR 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, on boarding, and benefit documentation.

In 2011-12 a human resources lead position, Director, Devolution – HR was created in the Department of Executive to be responsible for HR devolution implementation. This position collaborates and works closely with DHR's senior management team on human resource related activities. Implementation of the Agreement will provide opportunities for innovative organizational design, recruitment, and strategic management of diverse human capacity. The NWT Public Service Strategic Plan compliments and supports the effective and efficient implementation of devolution.



**Other Initiatives**

In 2013-14, the DHR will reorganize functions to better deliver strategic human resources services to support Departments, Boards and Agencies in achieving their business objectives. Through internal reorganization the DHR will combine:

- The collective bargaining and labour relations functions to form a new Labour Relations Division with a focus on internal and external employment conditions and labour/management factors to help the GNWT achieve its sound fiscal management and good governance goals.
- The compliance, research and HRHelpDesk functions to create a new Business Performance Unit with a focus on transforming and improving government services through human resources business analytics activities to achieve effective program delivery and enhanced client services to Departments, Boards and Agencies.

Also, in conjunction with the Department of Health and Social Services (H&SS), DHR will transfer to H&SS those positions that provide the health and social services' system with specialized programing and recruitment and retention guidance. Programming related to health and social services professional development, bursaries, as well as recruitment strategies directly related to health professionals (e.g., doctors, social workers, etc.), and nurse mentoring is more appropriately delivered by H&SS as the program department. DHR will continue to oversee actual recruitment activities for the health and social services system through the Allied Health Recruitment Unit as well as remain responsible for overall GNWT recruitment strategies.

## KEY ACTIVITY 2 – HUMAN RESOURCES 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** implements and maintains government wide human resource information systems and tools, as well as DHR specific applications.

The **Business Performance Unit** supports workforce reporting, HR metrics, and business analytics activities. The unit is also responsible for management of the HR Helpdesk.

### Performance Measures

#### Measure 1 – Successful Completion of Policy and Legislation Reviews

In 2011-12, the *Public Service Act* was amended to remove the restriction that prevented the appointment of more than three Staffing Review Officers; the Workplace Conflict Resolution Policy was replaced by the Harassment Free and Respectful Workplace Policy; and a new Duty to Accommodate Injury and Disability Policy came into effect.

The Department continues its work on a systematic overhaul of the Human Resource Manual (HRM).

DHR will continue to review the human resource policy framework to identify significant issues as well as increase employee understanding of human resource programs and services through proactive and integrated communications.

#### 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 to profile the range of opportunities and benefits within the GNWT, and to give northerners a chance to meet the people working on their behalf.

To support the priority of building a strong, sustainable future for our territory by enabling NWT residents to enter and stay in the workforce, the DHR is using new tools and resources to improve GNWT recruitment practices and better communicate with job seekers in the NWT. This technology provides faster and more cost-effective ways to deliver information about DHR programs and services to recruit

new employees. DHR launched its own Facebook page in April 2012 to promote the benefits of working with the territorial public service. Work will continue in 2013-14 on development of a social media strategy for employment-related activities to enable the GNWT to maintain an online talent community across social media sites such as LinkedIn, Twitter and Facebook. Online members can be contacted periodically for job opportunities and can help promote the GNWT as an employer of choice.

A review of DHR external website was carried out in 2011-12, and improvements to the site began in 2012-13.

**Measure 3 – Human Resources Information System Updates**

Work started in 2011-12 to transition the corporate Human Resource Information System from PeopleSoft 8.9 to PeopleSoft 9.1. The upgrade ensures the GNWT Human Resource Information System continues to stay up-to-date with current technologies while leveraging the significant investment in the system by exploiting the functionality delivered within the application. The upgrade is scheduled to be completed in 2012-13 with ongoing performance monitoring for continuous improvement in 2013-14.

The ePerformance Project is scheduled to start in the last quarter of 2012-13 and be completed in 2013-14. The objective is to streamline a manual performance evaluation process into an efficient online performance evaluation system.

**Measure 4: 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		Email Queries		All Issues Ticketed	
	Average Resolved Immediately	Average Ticketed	Average Resolved Immediately	Average Ticketed	Closed within 7 days	Average # of Days to Close
2007/2008*	80%	20%	45%	55%	62%	18.22
2008/2009	77.2%	22.9%	47.1%	52.8%	39%	11.71
2009/2010	79%	21%	53%	47%	71%	13.7
2010/2011	77%	23%	60%	40%	64%	15.28
2011/12	87%	13%	45%	55%	72%	23.05

\*The HR Helpdesk was established in 2007. Statistics are from December 2007 to March 31, 2008.

## *Human Resources*

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.

## *Other Initiatives*

Through a minor internal reorganization a new Business Performance Unit is being created in HR Strategy and Policy. Two existing positions are being re-described and several other existing positions are being moved into the new reporting structure. The Business Performance Unit aligns workforce reporting, HR metrics, and business analytics activities. The unit empowers DHR in becoming a valued business partner to GNWT Departments, Boards and Agencies by identifying, consolidating, measuring, and reporting workforce information relevant to the strategic, operational, and transactional goals of Departments, Boards and Agencies to enhance HR management and organizational performance. The Business Performance Unit’s focus is on developing tools, methods and strategies under each of the following activities:

- Workforce Planning: employee related information that is used by HR analysts, HR managers and HR clients.
- HR Metrics: numbers that enhance a story or argument and can provide details about the operational performance of DHR and its programs and services.
- Business Analytics: meaningful patterns and insights from HR data that can impact business performance.

Additionally, the unit will establish and refine data rules (data integrity, data transformation, and data sourcing) and identify various delivery vehicles for reporting (including formats, use of technology, and evaluation). The unit will also be responsible for the coordination and management of the HR Helpdesk.

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 was challenging but the position has been filled as of August, 2012. In addition to advising on bilingual human resource needs, the position will lead the development of DHR’s French language service plans.

Financial Services continues to manage corporate financial forecasting and continues to enhance DHRs’ Administrative and Operational Records Classification System.

In compliance with direction from the Financial Management Board (FMB), the Department of Finance and the Department of Human Resources will be working collaboratively to explore options for managing back end technical and functional support of the two PeopleSoft systems.

In 2013-14, once interim measures are developed in conjunction with the Union of Northern Workers on safe disclosure of information, DHR will prepare a legislative proposal for whistleblower protection.

## 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 which includes recruitment, administration of job competitions, client department support, and strategic advice to government-wide management in the area of human resource planning.

**Human Resources Services** provides general human resource services through the two client service centers of Yellowknife and Tẖcẖ. Human resource services include recruitment, administration of job competitions, labour relations advice, job description review, 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.

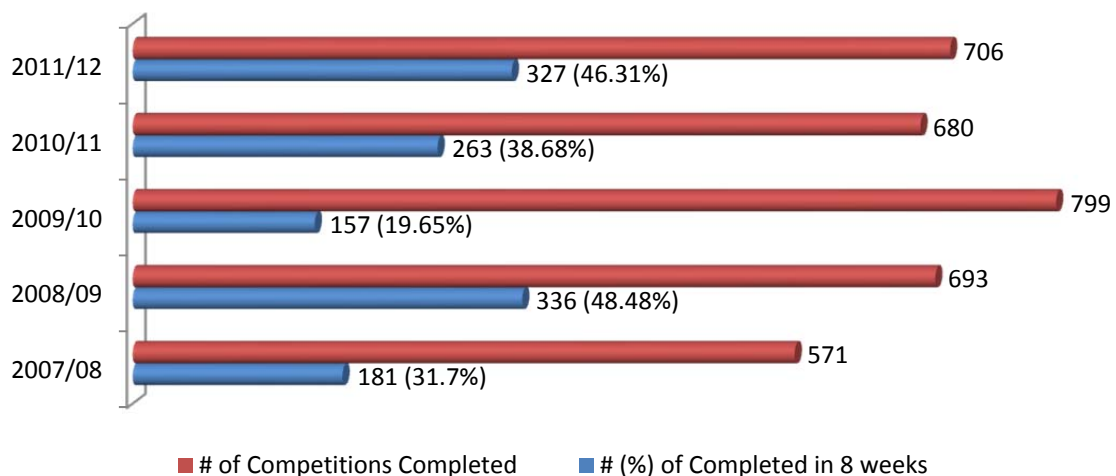
**Human Resource Operations** provides comprehensive advice and support to guide recruitment and ensure corporate consistency.

### Performance Measures

#### Measure 1 – Staffing Competitions

DHR maintains a continuous improvement focus for overall recruitment. Training for managers and selection committee members on eRecruit, the online recruitment system for the GNWT, is offered regularly through the GNWT Training Calendar. The percentage of staffing competitions completed within 8 weeks increased over last year.

**Staffing Competitions Completed Within 8 Weeks**



## Human Resources

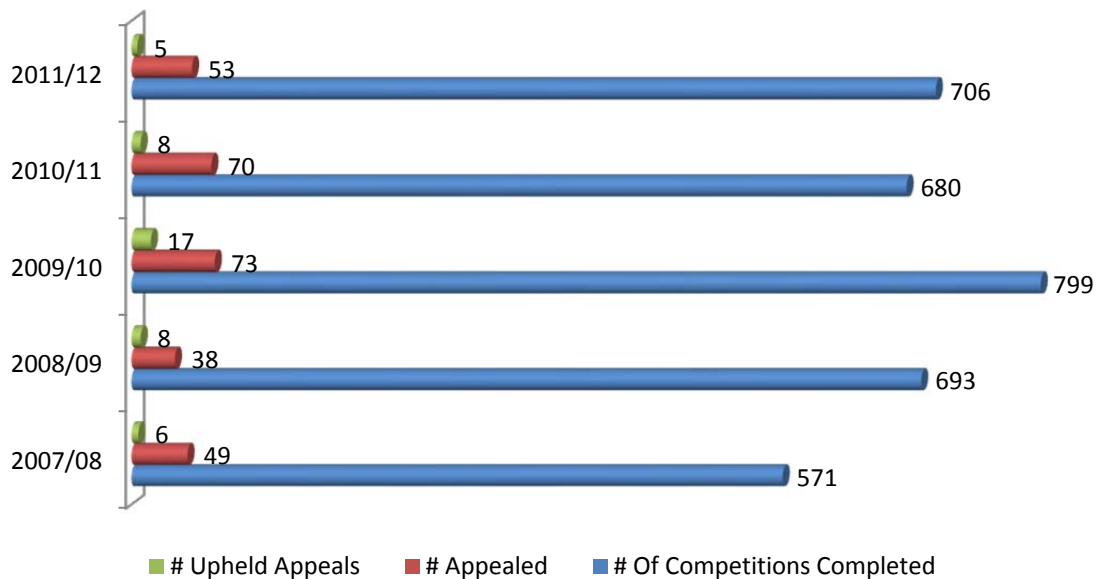
During 2013-14, MRS will focus on the ongoing training needs of program managers involved with staffing to ensure they can utilize the functionality of eRecruit and enhance their understanding of the staffing guidelines, policy, processes, and procedures.

### Measure 2 – Staffing Appeals

The staffing appeals process provides for public accountability of appointments to public service positions through the competition process. Staffing Review Officers provide an independent review of the competition process by determining whether procedural fairness occurred in the application of applicable legislation, regulations, policies, directives and procedural guidelines. In 2011-12, out of a total of 706 competitions, less than 1% of competitions completed were upheld in appeal.

DHR works with staffing practitioners and Staffing Review Officers to decrease times for appeal decisions to be rendered.

#### Staffing Appeals



In 2013-14, ongoing in-service training for staffing practitioners as well as training for selection committee members on GNWT staffing procedures will help to ensure understanding of the staffing process which in turn should contribute to a reduction in upheld appeals.

### Other Initiatives

In 2013-14, 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 ongoing 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.

## KEY ACTIVITY 4 – CORPORATE HUMAN RESOURCES

### Description

The **Corporate Human Resources Division** is responsible for leading government-wide human resource management programs. The Division is responsible for leading the implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

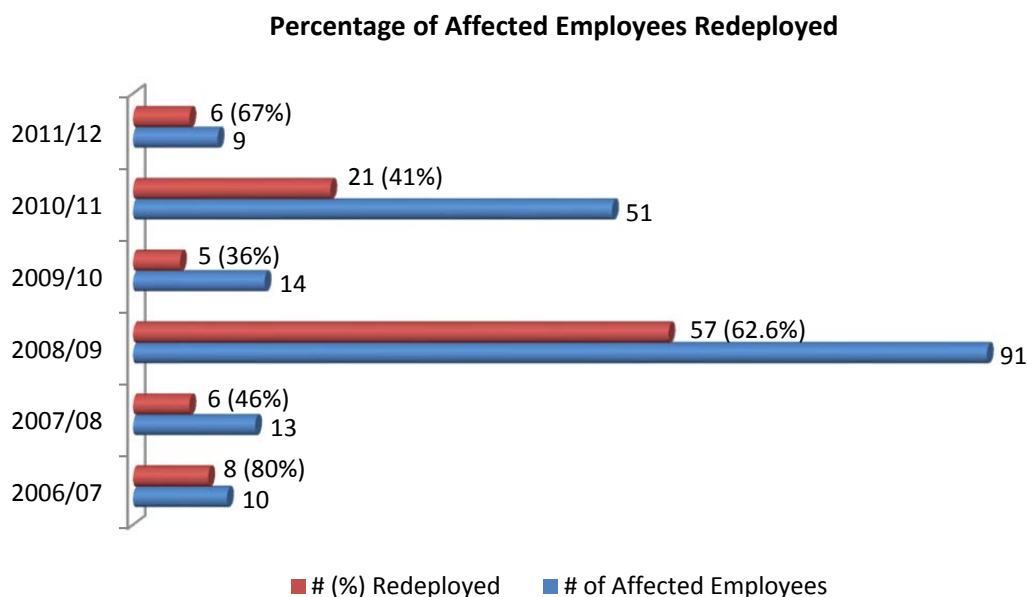
**Job Evaluation and Organizational Development** coordinates the evaluation of GNWT positions through implementation of the Hay Job Evaluation System, provides training on the job evaluation system and the creation of job descriptions, maintains GNWT organization charts and provides advice and support to management on organizational development.

**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; workplace safety; diversity; and employee training and development. The Unit also provides specialized recruitment advice as well as planning and implementation of specialized recruitment programs, strategies and initiatives.

### Performance Measures

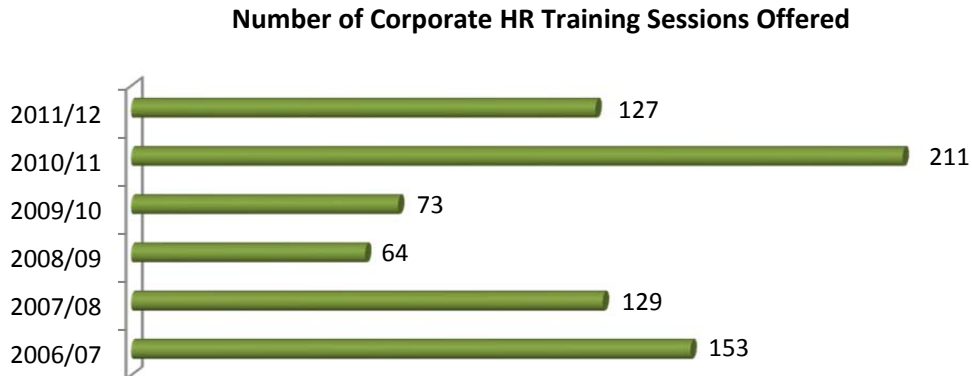
#### Measure 1: Percentage of Affected Employees Redeployed

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*.



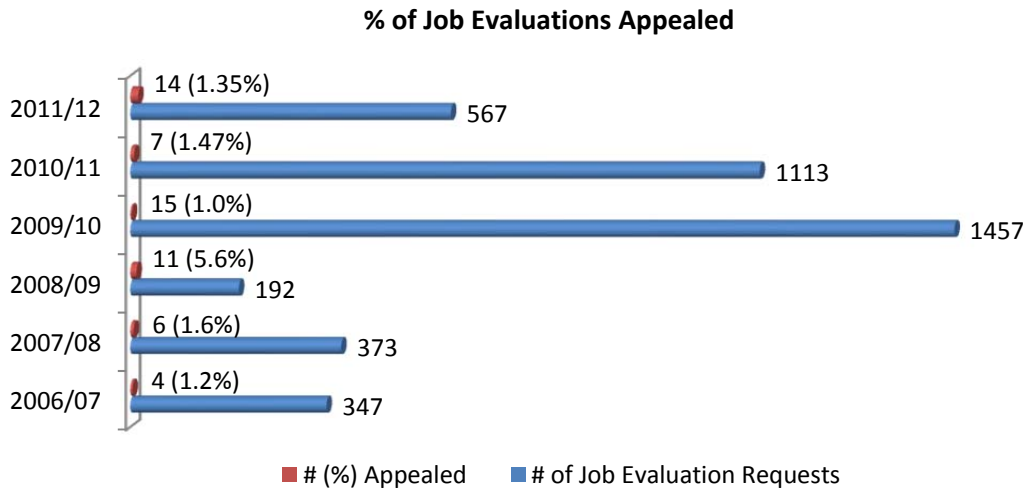
Measure 2: Number of Corporate HR Training Sessions Offered

The GNWT supports employee lifelong learning by offering a variety of courses and workshops. In response to client identified training needs, DHR co-ordinates courses relevant to all employees through the online GNWT Training Calendar. The 2011-12 course offerings included labour relations training, job description writing, 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: 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.





**Other Initiatives**

DHR continues to lead the implementation of *20/20: A Brilliant North*, the NWT Public Service Strategic Plan and will be focusing on operationalizing this through the 2012-16 *20/20* Action Plan. Key strategic initiatives will include:

- Continuing to solidify and maintain the foundation of human resource services across the GNWT
- Attracting and retaining a talented public service that is representative of the people it serves
- Engaging and developing the public service in a manner that both enhances individual growth as well as ensures program and service excellence and corporate succession planning
- Promoting the GNWT as an inclusive workplace
- Increasing public awareness of GNWT employment opportunities, including use of social media
- Highlighting the contribution of employees through employee recognition.

DHR will focus in 2013-14 on ensuring understanding of employer accountability for occupational health and safety. Departments, Boards and Agencies are responsible for ensuring their workplaces comply with health and safety standards and for implementing health and safety programs in their workplaces and reducing workplace injuries. DHR is responsible for the provision of the overall framework for advice, assistance and support. DHR is developing tools and resources to support this work.

## 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.

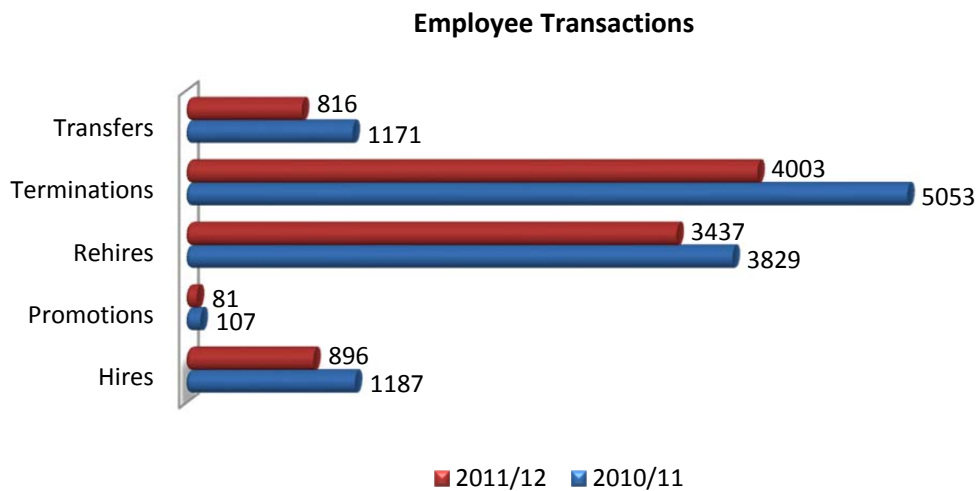
The **Benefits Section** delivers employee benefits services for Headquarters employees. There is also a team of specialized Benefit Officers who provide counselling on extended leave and retirement processes for all GNWT employees.

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.

### Performance Measures

#### Measure 1 – Employee Data Transactions (number of hires, rehires, transfers, promotions and terminations)

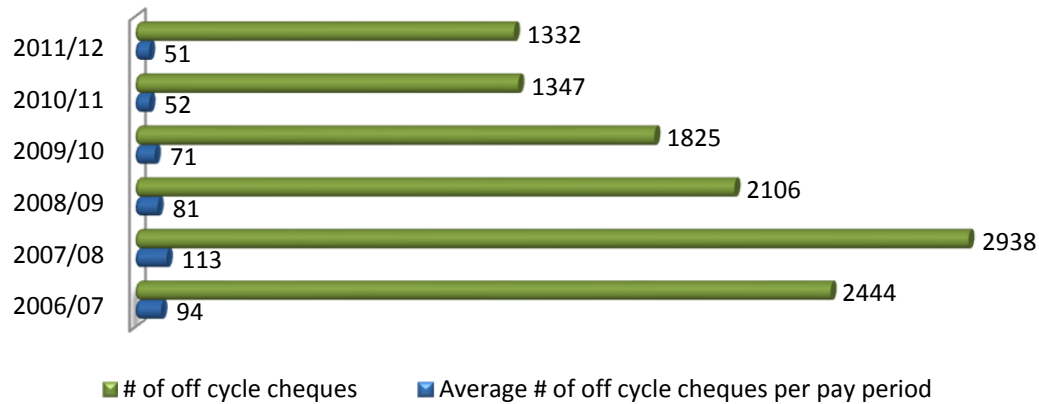
Efficient and accurate entry of employee information into the Human Resources Information System is required to assign employees to the appropriate pay and benefits groups. In 2011-12, DHR processed 9,233 employee transactions for hires, rehires, transfer, promotions and terminations. Termination transactions include resignations, retirements, as well as the completion of temporary employment (e.g., summer students). Between April 1, 2011 and March 31, 2012, DHR completed 2,606 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**



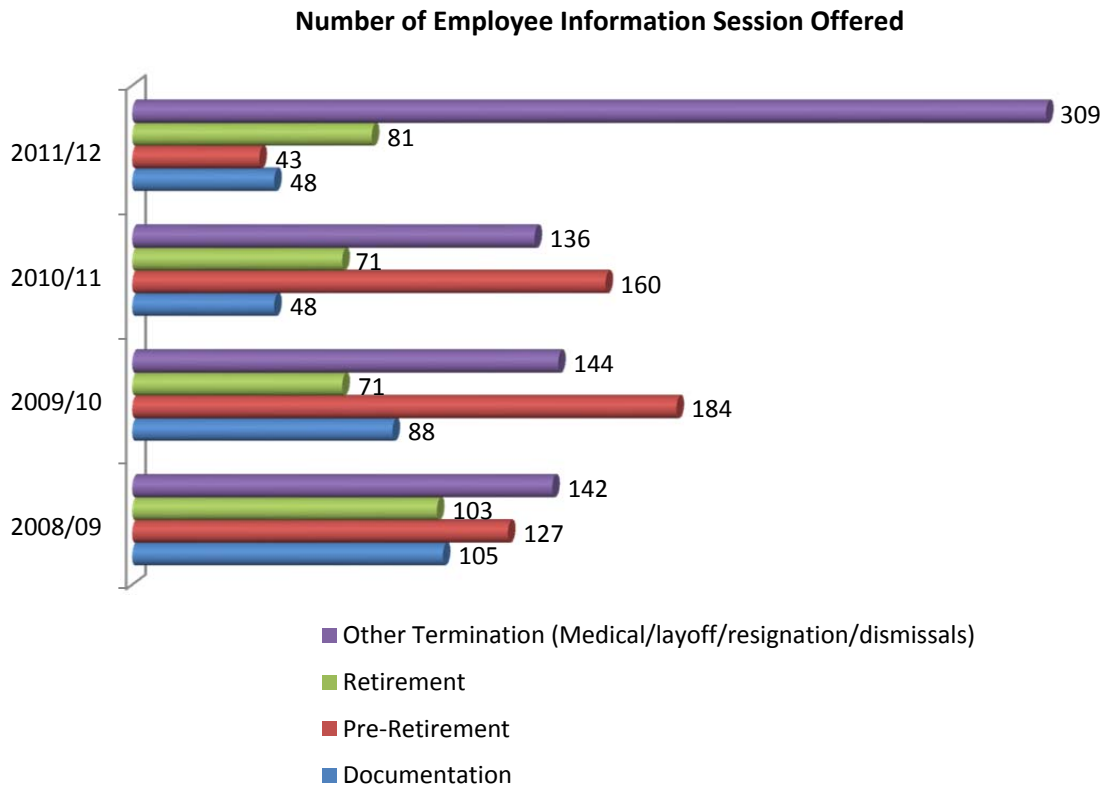
DHR’s ongoing business process improvements have seen a reduction in the overall number of off cycle cheques requested in a fiscal year. While the overall number has gone down, there has been an increase in off cycle cheques required as a result of self-service errors by employees and managers. In 2009-10, 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. In 2011-12, 42% 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.

DHR will focus in 2013-14, through roll-out of the Service Partnership Agreements (SPAs), on ensuring understanding of Department and Agency accountability for self service entry and approval. Managers are responsible for ensuring their workplaces comply with self service requirements including the timeliness and accuracy of pay information; managing organizational data, and supervising staff leave and attendance. DHR is responsible for the provision of the overall self service framework and for advice, assistance, and support.

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.

In 2011, the Public Service Pension Centre in Shediac, New Brunswick took over the responsibility for counselling all contributors to the Public Service Pension Plan, which included GNWT employees. To enable the Pension Centre to provide summary information to GNWT employees, DHR staff continue to complete file analysis, enrolment and contribution reconciliations and all required data input of information updates and changes for the Pension Centre. This DHR function pertains to all active and terminating employees. DHR also provides support, counselling, file reconciliation and data input pertaining to GNWT entitlements such as benefits, severance pay and all types of leave to all GNWT employees.

In 2011-12, DHR provided counselling to GNWT employees when proceeding on extended leave as follows:

- 124 employees proceeding on maternity and/or parental leave
- 19 employees proceeding on education leave with or without allowance
- 33 employees who submitted disability claims
- 58 employees who submitted sick leave without pay (SLWOP)
- 12 employees proceeding on deferred salary leave
- 5 employees proceeding on a leave of absence due to the relocation of a spouse
- 62 employees proceeded on personal leave without pay (PLWOP).

**NOTE:** These numbers do not include employees who took periods of SLWOP or PLWOP less than 2 weeks).

**Other Initiatives**

During 2013-14, Employee Services will support continued implementation activities associated with collective bargaining (e.g., annual pay grids increases); ongoing transactional efficiencies from the Business Process Improvements analysis; and ongoing development of payroll administration and benefits administration measurement and reporting to support Service Partnership Agreements.

DHR will establish a Junior Benefits System and Support Officer position to support the increased complexity of benefits administration and reporting requirements of service providers such as the Public Service Pension Centre and Sun Life Assurance. Meeting third party reporting requirements is critical to ensuring employees receive their appropriate benefits entitlement.

## **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 review, 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.

### **Performance Measures**

The regional HR service centres deliver all departmental programs and services and are usually captured in corporate measures reporting.

### **Other Initiatives**

In 2013-14, DHR will establish decentralized Duty to Accommodate Advisor positions in both its' Northern and Southern Regional offices. These positions will provide duty to accommodate services, training and support to GNWT operations in communities outside of Yellowknife. Located in Inuvik and Fort Smith, the new positions will work collaboratively as a team with the existing Duty to Accommodate Advisor to manage all accommodations.

During 2013-14, Regional Operations will support continued implementation activities associated with the collective agreement, the Business Process Improvements analysis and Service Partnership Agreements with a focus on ensuring managers and employees receive support, information and advice on human resources programs and services.

## KEY ACTIVITY 7 – LABOUR RELATIONS

### Description

The **Labour Relations Division** is responsible for 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 the consistent application of the Duty to Accommodate Injury and Disability Policy and Guidelines and the Harassment Free and Respectful Workplace Policy and Guidelines.

**Adjudications and Advice** provides advanced labour relations advice to managers and human resource staff including collective agreement interpretations, human rights requirements and other employment contract interpretations.

**Accommodation, Bargaining and Investigation** is responsible for implementation of Duty to Accommodate Policy, investigations conducted under the Respectful Workplace and Harassment Free Policy, and collective bargaining on behalf of the GNWT.

### Measure 1: 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
2011/12	21	11	8	3

**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
2011/12	1	0	1

\*Investigations completed by Department of Human Resources Investigator position.

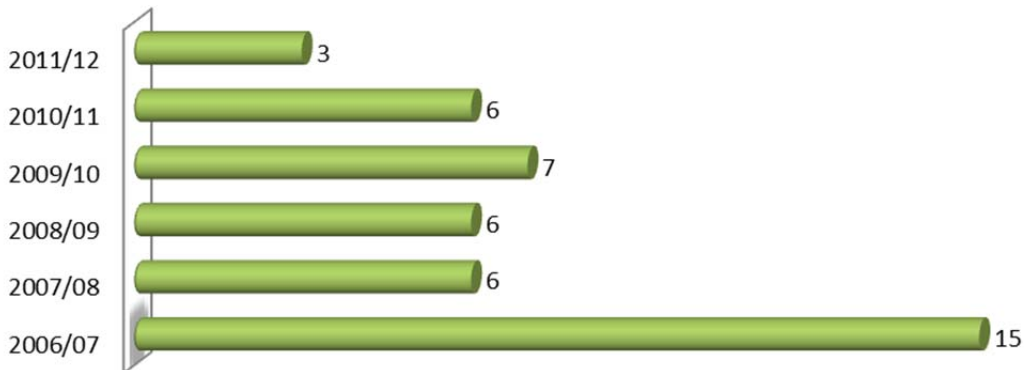
\*\*Investigations completed by Departments with assistance of Investigator position.

DHR provides training to supervisors and managers to assist in their development and to reinforce their positive management practices.

Measure 2: 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.

**Number of Arbitration Hearings Completed**



The number of grievances referred to arbitration had been declining as a result of proactive collaboration; however, an increase had been experienced in 2011 which is not uncommon during times of labour unrest such as when the parties are in negotiations as was the case in 2011.



Measure 3: 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.



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 4: Number of Accommodation Plans Finalized

The GNWT, as an employer, has a duty to accommodate its employees in instances in which, due to the consequence of a disease, injury or condition, an employee requires accommodation to remain in or return to the workplace. In 2011, the GNWT implemented the Duty to Accommodate Injury and Disability Policy to ensure Deputy Heads, employees, and stakeholders understand their responsibilities.

In 2011-12, the baseline year, 20 permanent/long term accommodations were finalized. Since mid-2010, DHR has provided advice and assistance regarding permanent, long term and temporary accommodations for approximately 400 employees.

Accommodation measures are individualized and treated on a case by case basis depending upon employee's limitations and restrictions as well as job demands. Management of accommodation cases is usually ongoing with updated medical information needed and modifications to accommodation plans required. There are approximately 100 active accommodation files at any one time that require return to work plans and accommodations to enable employees to remain in the workplace or successfully return to work.

*Other Initiatives*

To raise awareness of the Duty to Accommodate Policy, its application and the general process, DHR will develop informational and training material for both managers and employees. Training managers

## *Human Resources*

ensures they are aware of the legal basis for the Policy and the implications to the GNWT from a legal and financial standpoint if the Policy is not followed.

Ongoing implementation of collective bargaining agreements and handbooks through government wide and departmental implementation activities will continue as outlined in the agreements (e.g., annual pay increase).

## 2. RESPONDING TO PRIORITIES

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.

#### Major Program and Service Initiatives Planned for 2013-14

- 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 the 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.

**Description**

Negotiating and implementing a devolution final agreement:

- Ongoing preparation and participation in negotiation tables and the coordination of intergovernmental planning for implementation - recognising the significant human resource components involved in the transfer of responsibility from Canada to GNWT.

**Major Program and Service Initiatives Planned for 2013-14**

- 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 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.

**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.
- A concerted recruitment strategy to staff regional vacant positions will support employment opportunities across the NWT.

**Major Program and Service Initiatives Planned for 2013-14**

- 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.

### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	<b>Proposed Main Estimates 2013-14</b>	<b>Revised Estimates 2012-13</b>	<b>Main Estimates 2012-13</b>	<b>Actuals 2011-12</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OPERATIONS EXPENSE</b>				
Directorate	607	607	607	1,448
Human Resource Strategy and Policy	6,826	7,134	7,134	8,440
Management and Recruitment Services	3,970	3,970	3,970	4,030
Corporate Human Resources	9,129	12,371	12,371	8,226
Employee Services	14,191	14,080	14,080	15,323
Regional Operations	4,476	4,634	4,634	4,656
Labour Relations	2,414	-	-	-
<b>TOTAL OPERATIONS EXPENSE</b>	<b>41,613</b>	<b>42,796</b>	<b>42,796</b>	<b>42,123</b>
<b>REVENUES</b>	<b>750</b>	<b>250</b>	<b>250</b>	<b>761</b>

#### HUMAN RESOURCE SUMMARY

	<b>Proposed 2013-14</b>	<b>2012-13</b>	<b>2011-12</b>	<b>2010-11</b>
Total Number of Employees	188	192	193	185

## Appendix I – Financial Information

Operations Expense Summary

	PROPOSED ADJUSTMENTS						2013-14 Business Plans
	2012-13 Main Estimates	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Transfers	Internal Reallocation of Resources	
<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>0</b>	<b>607</b>
<b>Human Resource Strategy and Policy</b>							
Management	1,315			(263)		(319)	733
Information Systems	3,276			(81)	(14)	(234)	2,947
Quality Assurance	247					(247)	0
Finance and Corporate Support	553						553
Policy and Communications	640						640
Business Performance Unit	0					850	850
Amortization	1,103						1,103
<b>Total Activity</b>	<b>7,134</b>	<b>0</b>	<b>0</b>	<b>(344)</b>	<b>(14)</b>	<b>50</b>	<b>6,826</b>
<b>Management and Recruitment Services</b>							
Management	338						338
Human Resource Services	2,673						2,673
Allied Health	959						959
<b>Total Activity</b>	<b>3,970</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,970</b>
<b>Corporate Human Resources</b>							
Management	3,907					(211)	3,696
Job Evaluation and Org Design	937						937
Labour Relations	1,767					(1,767)	0
Employee Development and Workforce Planning	2,315				(261)		2,054
Recruitment Support	3,445				(1,003)		2,442
<b>Total Activity</b>	<b>12,371</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,264)</b>	<b>(1,978)</b>	<b>9,129</b>
<b>Employee Services</b>							
Management	433						433
Payroll	2,039						2,039
Benefits	10,777	111					10,888
Data Management	831						831
<b>Total Activity</b>	<b>14,080</b>	<b>111</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,191</b>

	PROPOSED ADJUSTMENTS						2013-14 Business Plans
	2012-13 Main Estimates	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Transfers	Internal Reallocation of Resources	
<b>Regional Operations</b>							
Northern Region	2,419					(158)	2,261
Southern Region	2,215						2,215
<b>Total Activity</b>	<b>4,634</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(158)</b>	<b>4,476</b>
<b>Labour Relations</b>							
Labour Relations		328				1,767	2,095
Collective Bargaining						319	319
<b>Total Activity</b>	<b>0</b>	<b>328</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,086</b>	<b>2,414</b>
<b>TOTAL DEPARTMENT</b>	<b>42,796</b>	<b>439</b>	<b>0</b>	<b>(344)</b>	<b>(1,278)</b>	<b>0</b>	<b>41,613</b>

**Explanation of Proposed Adjustments to Operations Expense**

Key Activity / Task	Explanation of Proposed Adjustment	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Transfers	Internal Reallocation of Resources
<b>Human Resource Strategy and Policy</b>						
Management	Sunset and transfer Collective Bargaining to Labour Relations			(263)		(319)
		0	0	0	0	(319)
Information Systems	Sunset of PeopleSoft O&M			(81)		
	Transfer TSC Chargebacks to H&SS				(14)	
	Transfer Research and Reporting to Business Performance Unit					(234)
		0	0	(81)	(14)	(234)
Quality Assurance	Transfer Quality Assurance to Business Performance Unit					(247)
		0	0	0	0	(247)
Business Performance Unit	New unit created through internal reallocation					850
		0	0	0	0	850
	<b>Total for Activity</b>	<b>0</b>	<b>0</b>	<b>(344)</b>	<b>(14)</b>	<b>50</b>
<b>Corporate Human Resources</b>						
Management	Transfer to HRSP Business Performance Unit					(211)
		0	0	0	0	(211)
Labour Relations	Transfer division to new Labour Relations Activity					(1,767)
		0	0	0	0	(1,767)
Employee Development and Workforce Planning	Transfer to Health and Social Services				(261)	0
		0	0	0	(261)	0
Recruitment Support	Transfer to Health and Social Services				(1,003)	0
		0	0	0	(1,003)	0
	<b>Total for Activity</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,264)</b>	<b>(1,978)</b>



Key Activity / Task	Explanation of Proposed Adjustment	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Transfers	Internal Reallocation of Resources
<b>Employee Services</b>						
Benefits	Junior Benefits and Support Officer	111				
		111	0	0	0	0
	<b>Total for Activity</b>	<b>111</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Regional Operations</b>						
Northern Region	Transfer Helpdesk to new HRSP Business Performance Unit					(158)
		0	0	0	0	(158)
	<b>Total for Activity</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(158)</b>
<b>Labour Relations</b>						
Labour Relations	Duty to Accommodate Advisors Transfer Labour Relations from Corporate Human Resources	328				1,767
		328	0	0	0	1,767
Collective Bargaining	Transfer Collective Bargaining from Human Resources Strategy and Policy to new activity					319
		0	0	0	0	319
	<b>Total for Activity</b>	<b>328</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,086</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>439</b>	<b>0</b>	<b>(344)</b>	<b>(1,278)</b>	<b>0</b>

**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

Revenue Item	(thousands of dollars)	
	2012-13 Main Estimates	2013-14 Business Plans
Medical Transportation Recoveries	250	750

**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2012-14 Business Plan**

Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	(thousands of dollars)					
			Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Transfers	Internal Re-allocation	2013-14 Business Plan
Corporate Human Resources Recruitment Support		115				(115)		0
<b>Total Corporate Human Resources</b>		115	0	0	0	(115)	0	0
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(115)</b>	<b>0</b>	<b>0</b>

## Appendix II – Human Resources Reconciliation

### Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan

	Number of Positions	Location	Total
<b>2012-2013 Main Estimates</b>	192	-	192
<b>Transfers:</b>			
Transfer Corporate Human Resources Recruitment Support Unit to H&SS, Manager, Nurse Educator Mentor, Recruitment Program Officer, Health Recruitment Specialist, Mentorship Coordinator and Training Officer	(6)	Yellowknife	(6)
Transfer Regional Operations Training Officer to H&SS	(1)	Inuvik	(1)
<b>Forced Growth:</b>			
Duty to Accommodate Advisor	1	Inuvik	1
Duty to Accommodate Advisor	1	Fort Smith	1
Junior Benefits Systems and Support Officer	1	Yellowknife	1
<b>Internal Reallocation:</b>			
Transfer Corporate Human Resources-Labour Relations to New Activity Labour Relations	(13)	Yellowknife	(13)
Transfer Human Resources Strategy and Policy Collective Bargaining to Labour Relations	(3)	Yellowknife	(3)
New Activity Labour Relations	16	Yellowknife	16
Transfer Regional Operations Help Desk to Human Resources Strategy and Policy Business Performance Unit	(2)	Inuvik	(2)
Human Resources Strategy and Policy Business Performance Unit Help Desk	2	Inuvik	2
Corporate Human Resources-Management-Position to Human Resources Strategy and Policy Business Performance Unit	(1)	Yellowknife	(1)
Human Resources Strategy and Policy Business Performance Unit	1	Yellowknife	1
<b>Total Proposed Positions 2013-14 Business Plan</b>	188		188
<b>Increase (Decrease)</b>	(4)		(4)

## **Appendix III – Infrastructure Investments**

### **ePerformance Project**

In June 2011, the ePerformance Project was approved for IT Capital Funding to be included in the 2012-13 and 2013-14 Main Estimates for the Department of Human Resources.

ePerformance 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. ePerformance uses the PeopleSoft employee self-service and manager on-line approval tools to develop, submit, and approve performance evaluations on-line. This will help to streamline a manual performance evaluation process, collect and maintain performance related data and enhance efficiency by reducing duplicate data entry.

**TRANSPORTATION**

**2013-14**





# 1. DEPARTMENT DETAILS

## 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

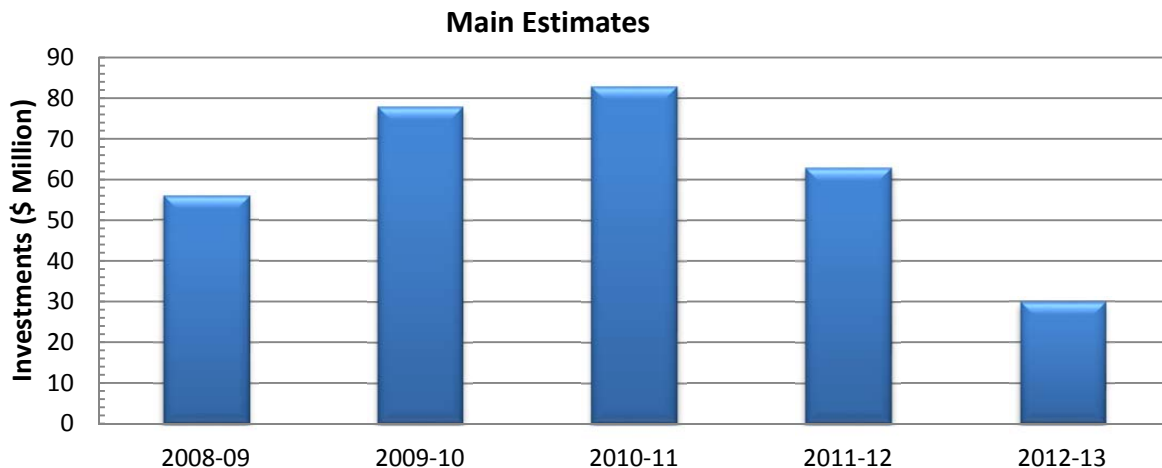
1. The NWT transportation system continues to improve.
2. The NWT has an ongoing high level of Northern business and employment opportunities in the public and private transportation sectors.
3. The NWT has a safe and secure transportation system in all modes.
4. The department has a high performance 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.

## OPERATING ENVIRONMENT

### 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 explore new partnership opportunities and financing alternatives for capital project delivery.

### *Federal and territorial investments in NWT infrastructure*



As indicated in the graph above, federal and territorial investments into transportation infrastructure in the NWT are on the decline since the 2010-11 fiscal years. Many of the federal investment programs are ending.



### **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.

### **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 residents who will gain increased access to essential services, economic opportunities, increased mobility, and a reduced cost of living.

The NWT has enormous potential to increase economic growth through enabling non-renewable resource development. 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 achieve full potential.

### **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 the need for additional resources to meet required efforts.

### **Adapting to Climate Change**

The NWT transportation system is vulnerable to the effects of climate change. 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 operation 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 to meet the Department goals and objectives. Age-related attrition is a significant challenge for the Department with 43 percent of the current workforce over the age of fifty. 29 percent of the Department staff is eligible to change due to age-related attrition within the next four 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 are eligible to retire within the next ten years.

**KEY ACTIVITY 1: CORPORATE AND MANAGEMENT SERVICES**

Description

The Corporate Services key activity is comprised of the **Directorate; Planning, Policy, & Environment; Public Affairs & Communications** and department-wide **Corporate Services** including **Financial Services, Contract Services, Information Systems, Occupational Health & Safety and Records**, and **ATIPP**. 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.

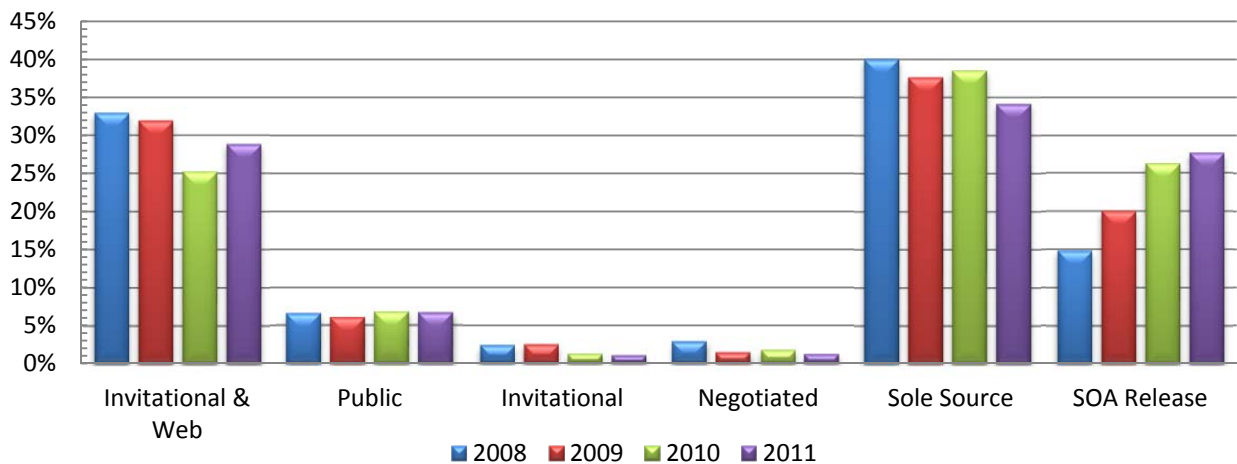
The **Planning, Policy, and Environment** division provides services related to strategic business and capital planning, ministerial briefing notes, decision instruments, policy and legislative initiatives, and regulations. The division is also responsible to monitor regulatory compliance and mitigate the environmental impact of department operations.

The **Corporate Services** division provides department-wide advice and support in financial services, contracts services, information systems, occupational health & safety, records management and Access to Information and Privacy requests. The Division also supports a range of DOT human resources initiatives.

The **Public Affairs and Communications** office is responsible for the department’s communication projects, strategies, and public relations.

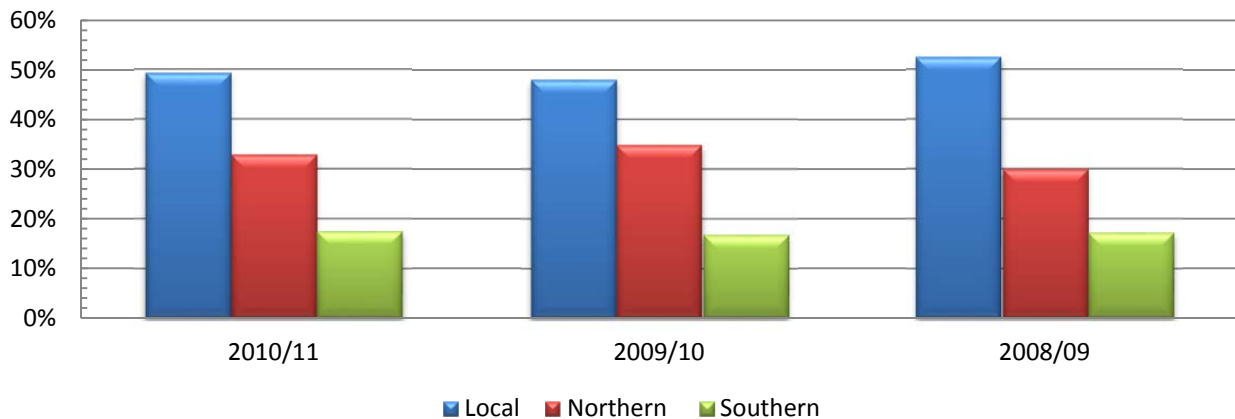
Performance Measures

*Proportion of contracts initiated by method (2008/09 – 2011/12)*



As indicated in the graph above, most contracts have continued to be issued as sole source or invitational & web, with SOA Release contracts on the rise. The number of contracts initiated as invitational and negotiated remain low.

***Proportion of local, northern, and southern contracts***



The percentage of local, northern and southern contracts has remained quite similar, with slight decreases in the number of local contracts issued.

**Other Initiatives**

**Continue to pursue partnerships for infrastructure funding**

The department will work 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 addresses the strategic needs of the north.

Funding will be pursued through various federal programs such as the Airport Capital Assistance Program, the Department of National Defense for capital needs at the Inuvik Airport, and Parks Canada for capital needs in Wood Buffalo National Park. The department will 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. The department will seek partnerships with industry for improved services to support their developments including the Sahtu Explorers Group on the Mackenzie Valley Winter Road. Partnership opportunities with CanNor will be pursued to advance the environmental review process relating to the southern section of the Mackenzie Valley Highway.

**Transportation Strategy**

Work will be done to renew the transportation strategy to ensure system needs are evaluated, prioritized, and well-documented in a comprehensive, multi-modal transportation strategy.

**Maintain the Integrity of the Transportation System**

The department will develop and refine management systems to prioritize investments and maintain, upgrade, and safeguard transportation assets and infrastructure with limited capital funding leading to prioritizing investments in critical repairs, rehabilitation and replacements of bridges, culverts, and chipsealed surfaces.

**Accommodating Increasing Regulatory Requirements**

The department will complete the implementation of SMS through self-audits, compliance checks, and continual improvements inherent in Safety Management Systems and Environmental Management Systems. Continuing to develop and implement best practices to support sustainability, such as salt management, and erosion and sediment control best practices is a priority. The department will lobby for regulatory amendments to better reflect Northern issues and conditions, including Transport Canada's current runway end safety areas regulation (RESA) which could require improvements to 11

NWT runways. The department will work with GNWT and federal government departments by providing input to help streamline regulatory processes.

### **Adapting to Climate Change**

A departmental Climate Change Adaptation Plan will be completed 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. DOT will undertake research into the implications of climate change on the transportation system including vulnerability assessments of system components built on permafrost, such as airport runways and highways.

The department aims 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. The department will collaborate with researchers, experts, other jurisdictions, and the Transportation Association of Canada (TAC) to produce Best Practice's Guides and to continue leading and participating in the Network of Expertise on Permafrost and Arctic Waters.

The department will lobby the federal government to improve hydrographical charting in the Beaufort Delta and to restore the dredging program at the Port of Hay River toward mitigating the impact of the changing climate on the resupply routes in arctic waters and the Mackenzie inland waterways.

### **Addressing Human Resource Pressures**

The department will implement *Developing our Greatest Resource: 2010-2014 Human Resources Plan for the Department of Transportation* which includes investments in technology and training to promote diversity, advancement, recognition and retention within the DOT workforce and succession planning to address age-related attrition.

### **Improve Communications and Online Services**

The department website will be upgraded to create graphic design efficiencies. The volume of online public information will be rationalized and restructured to accommodate user needs. The department will develop social marketing platforms.

### **Occupational Health and Safety**

The department will modernize the Occupational Health and Safety Program Manual and related business processes to prepare for forthcoming OH&S regulatory changes. The department will develop new management and reporting tools for DOT's Joint Occupational Health and Safety Committees and Safety Representatives. The department will develop and implement an information data base to track OH&S-related equipment and activities such as employee training, first aid training, logistics, and ergonomics.

### **Fees Review**

The department will finalize a review of Airports and Road Licensing and Safety revenue streams and evaluate and consider revising current service fee structures to ensure consistency and fairness. Once these fee structures are reviewed and revised, they will be set to increase periodically with inflation.

## KEY ACTIVITY 2: AIRPORTS

### Description

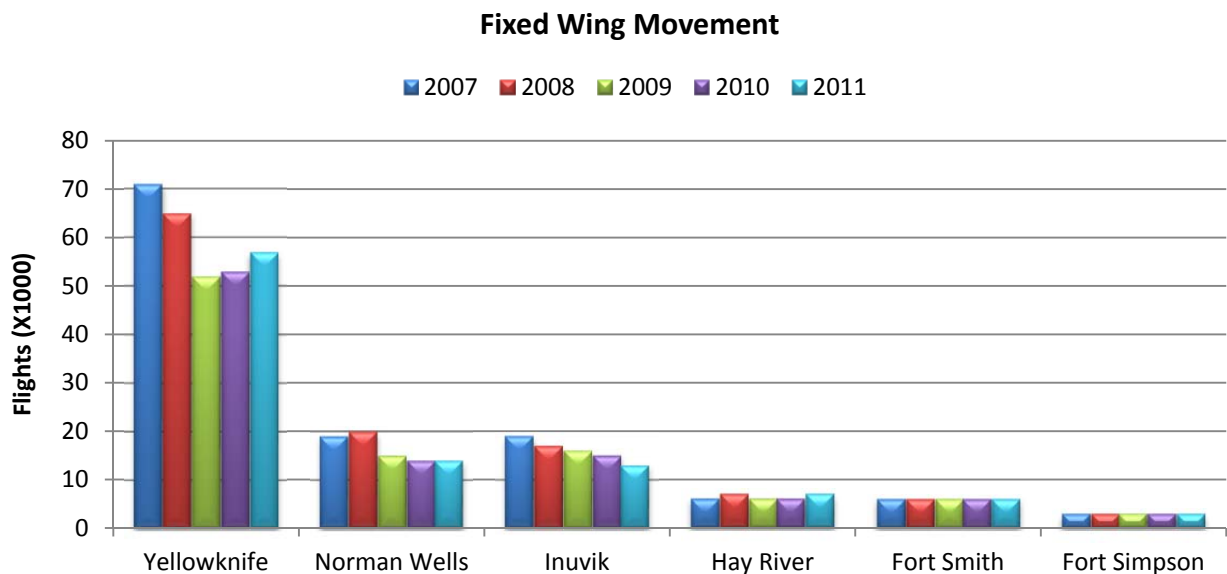
The purpose of the Airports Program is to provide and maintain airport facilities and services, advance economic development opportunities utilizing airport assets and to encourage and support the provision of regular, safe, cost-effective, and reliable air services. The Department is responsible for the maintenance, operation, commercial development, rehabilitation, and upgrading of aerodromes.

The Airport Division of the Department operates 27 aerodromes in the NWT: one gateway hub (Yellowknife); two regional hubs (Norman Wells and Inuvik), and three regional aerodromes with paved runways and 21 community aerodromes with gravel runways. Unlike most of Canada, aerodromes in the NWT and throughout much of Canada's North, are critical to the transportation system. With few roads and highways, air transportation is often the only method of timely movement of goods and people. For many communities, this makes aerodromes a lifeline for everything from supplies, to medical evacuations. 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, economic development activities, and opportunities for partnership to finance the improvement of airport infrastructure.

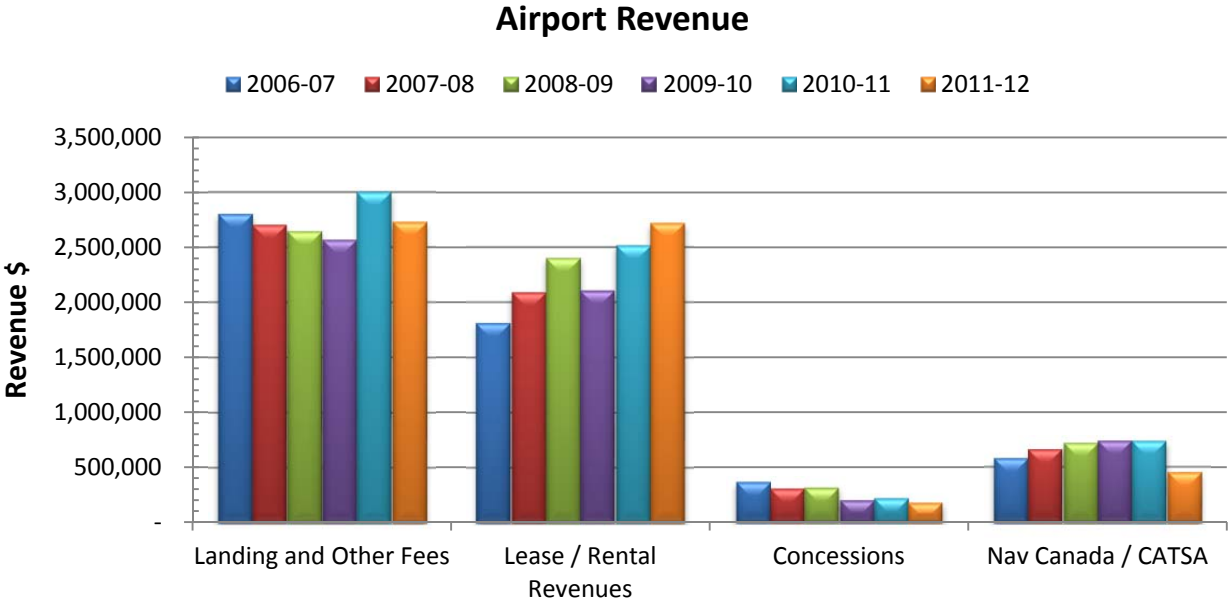
There are four areas of program support: Management, Program and Standards, Operations and Facilities.

### Performance Measures

#### *Aircraft movement at the six busiest NWT airports*



Airport commercial development, lease, and landing fee revenues



Airport revenue continues to come largely from landing fees; however, the 2011-12 fiscal year shows that lease revenues were almost even with the revenue made from landing fees. Revenue from concessions as well as revenue from Nav Canada/CATSA has seen slight decreases.

**Other Initiatives**

**Improve Airports and Airport Facilities**

The department will improve aerodromes and airport facilities using innovative solutions such as installing light-emitting diode (LED) runway lights at Jean Marie River.

**Advance Information Management Tools to promote Strategic Investment**

The department will improve information management tools to capture data and monitor the life cycles of assets and programs. The department will continue to review, improve, and implement asset management systems to manage the maintenance, repair, and life cycles of airport equipment and infrastructure to ensure investments are targeted at the infrastructure in greatest need of replacement or rehabilitation.

**Fire Fighting**

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 fire fighting capacity in the North. The department has a strategic action plan to share resources, training facilities, and to ensure fire fighting equipment can be used in a cohesive, effective manner between our partners. The department will continue developing the fire fighter training facility and will identify opportunities for efficiency, such as cross-training and cross-utilizing staff.

The Regional Fire Training Centre at the Yellowknife airport is positioned to offer world-class training to mine workers and emergency response teams (ERT). The department is seeking support from the Mine Training Society to expand aircraft rescue readiness by training mine exploration personnel to maximize the readiness of civilian responders and increase the effectiveness of ERT's.

**KEY ACTIVITY 3: HIGHWAYS**

Description

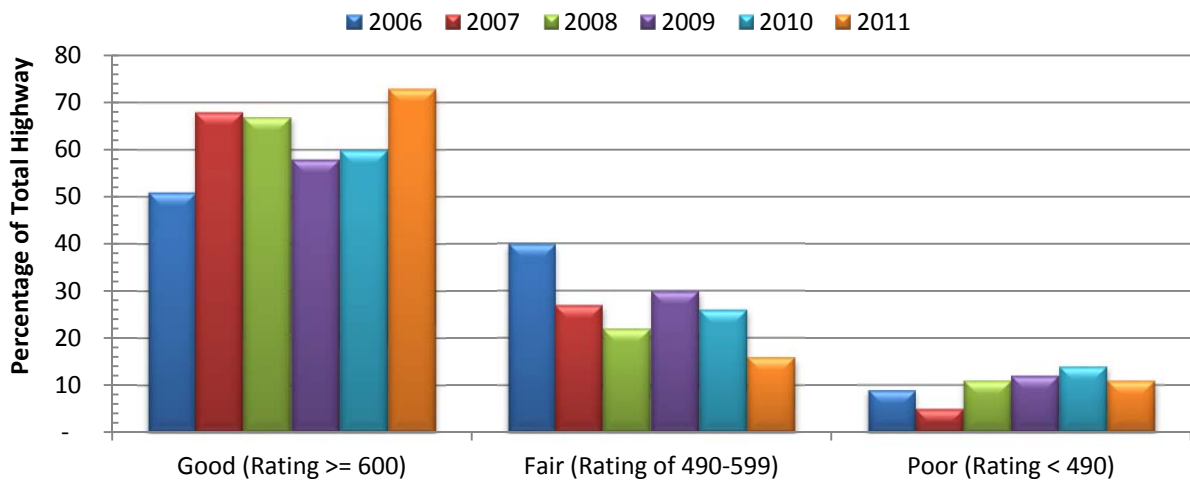
The purpose of the Highways Program is to provide highway infrastructure and services to support the provision of safe, reliable and cost-effective inter-community travel and road transportation services. The department is responsible for operating, maintaining, rehabilitating, and upgrading highway 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 98 bridges, 240 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 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 program support: Management; Structures, Design and Construction; Technical Support, and Operations and Maintenance.

Performance Measures

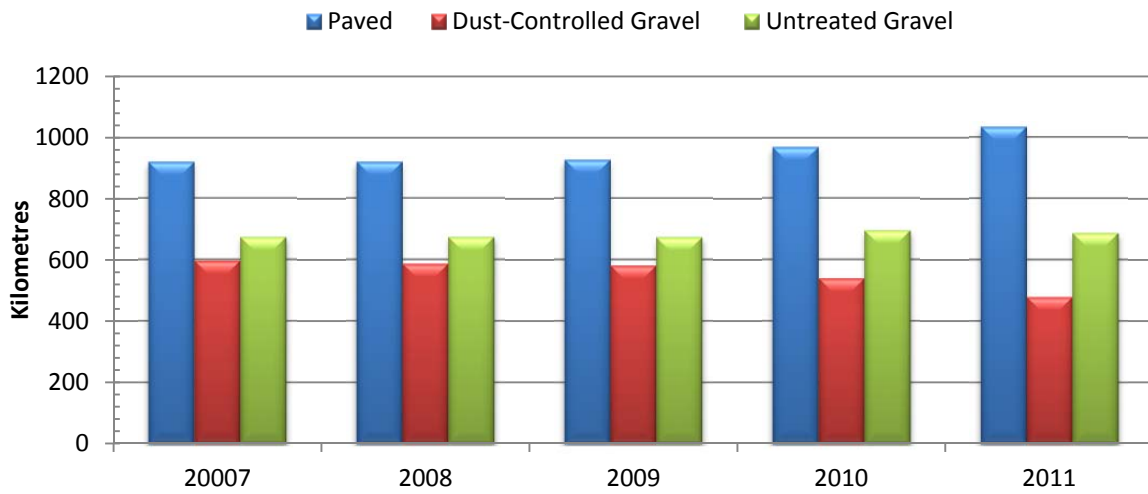
*NWT Highway Conditions*



The graph above indicates the majority of highways in the NWT are in good condition and the department continues to make progress toward increasing the efficiency and safety of highways as indicated by the increase in 'good' rating for 2011.

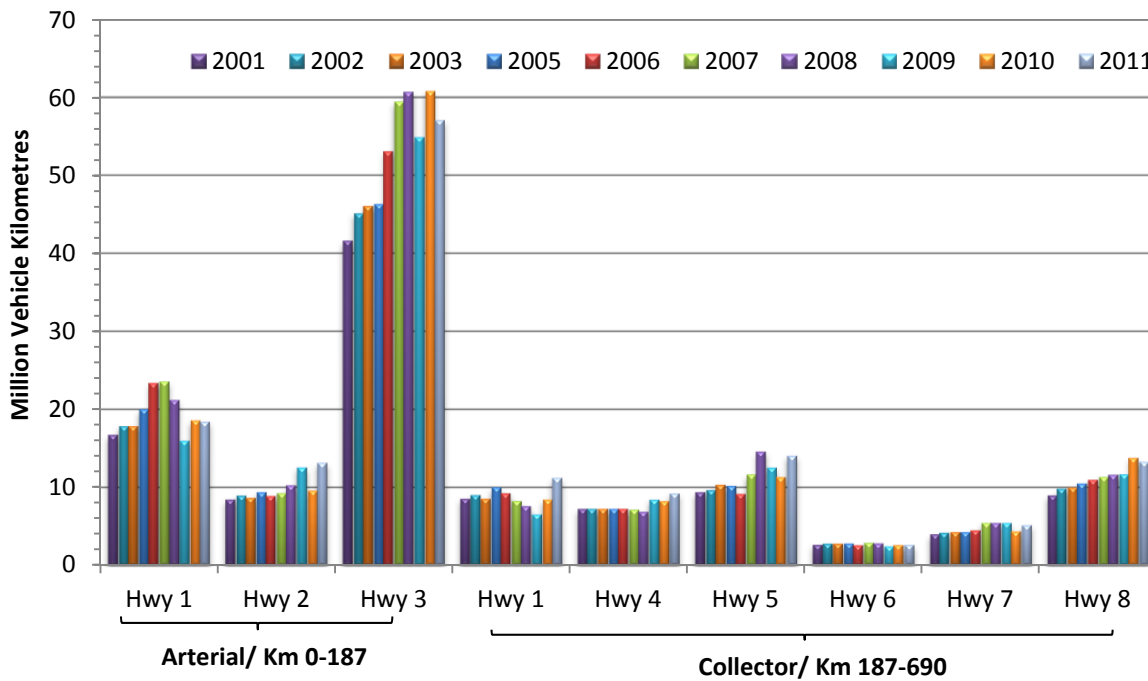


**All-weather highway system classifications**

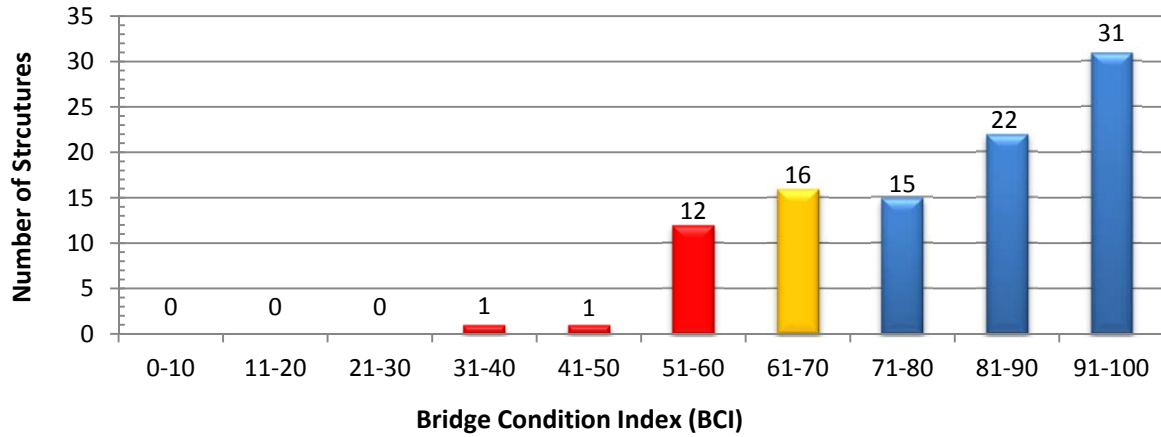


As indicated in the graph above, the increase in paved highway and decrease in amount of dust-controlled gravel highway shows the progress made by the department in updating roadways to provide safe and efficient travel for the public.

**Total estimated vehicle-kilometres travelled on NWT highways: 144.8 million Km**

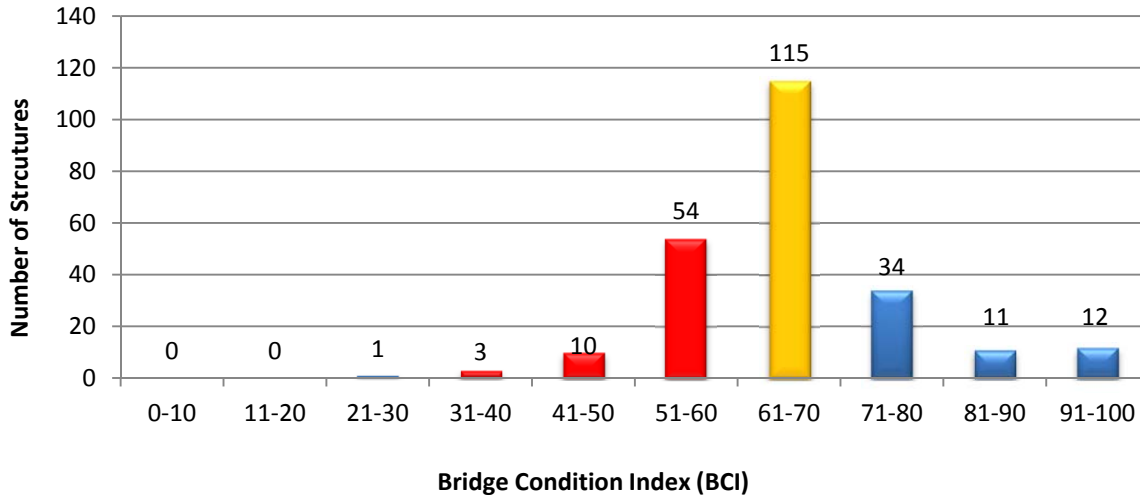


**Condition of 98 bridges: Average BCI 79.25**



The graph above indicates the age of bridges in the NWT inventory. The department is working to address maintenance and rehabilitation needs on the priority bridges.

**Condition of 240 bridge-culverts: Average BCI 67.03**



The graph above indicates the age of major culverts in the NWT inventory. The department is working to maintain and rehabilitate the priority bridge-culverts.

*Department of Transportation*  
*Other Initiatives*

**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.

**Deh Cho Bridge Operations**

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. This will include bridge surface O&M, inspection programs, and the operation of the first automated toll tracking system in the NWT. Other activities in 2013/14 include remediation activities at the Dory Point Ferry camp and finalizing plans to redistribute ferries to optimize the system.

**Sahtu Oil and Gas Winter Road**

The department, in partnership with industry, is preparing for future improvements to the existing Mackenzie Valley Winter Road in the Sahtu region to meet increasing demands relating to oil and gas exploration activity.

**KEY ACTIVITY 4: MARINE**

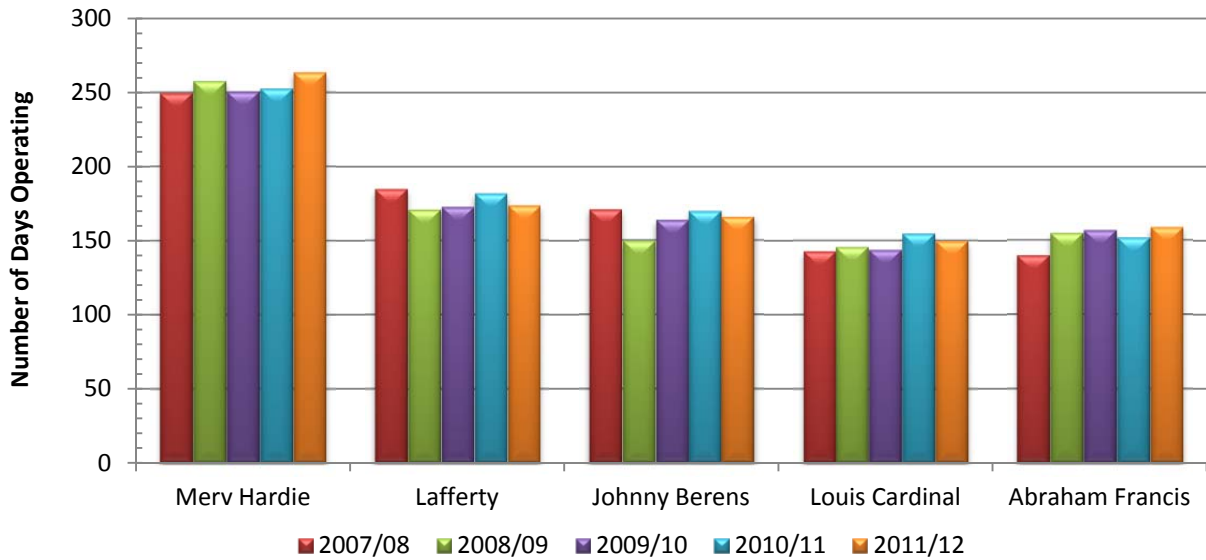
**Description**

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 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.

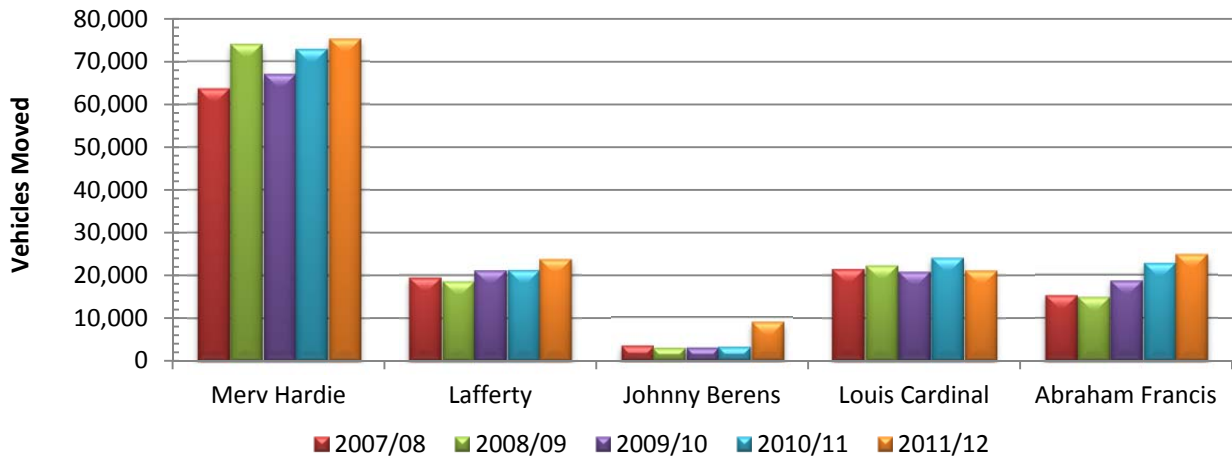
**Performance Measures**

***Total operating days for all ferries***



As indicated by the graph above, operating seasons remain fairly stable in length for NWT ferries, with the Merv Hardie operating the longest.

**Total vehicles moved on all ferries**



As indicated by the graph above, the Merv Hardie remains the NWT’s busiest ferry, with a slight increase in the number of vehicles moved in the 2011-12 fiscal year.

**Other Initiatives**

**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 is implementing an extensive five-year 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.

**Rationalization of Ferry Fleet**

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.

**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.

**Performance Measures**

**Community Access Projects Completed in 2011/12**

Region	Community	Project Description
Inuvik	Tsiigehtchic	Winter Ice Road - Arctic Red River
	Aklavik	Winter Ice Road to Fort McPherson
	Aklavik	PDR - Access Road to Willow River Gravel Source
	Fort McPherson	Winter Ice Road to Aklavik
	Fort McPherson	Road to New Community Marine Facility & Marine Facility (Boat Landing Area)
	Fort McPherson	ATV Trail - Continuation Project - 8 Miles to Head of Rat River Area
	Fort McPherson	Winter Ice Road to Tl'oondih
	Paulatuk	Access Road to Rat Lake
Sahtu	Tulitã	Trail Construction - Willow Lake Trail
	Fort Good Hope	Hareskin and Rapids Trail
	Norman Wells	Jackfish Lake Campground Road Restoration
	Deline	Phase 2 K'atu Trail
	Deline	Great Bear Trail
	Deline	14-Mile Ice Road to Whiskey Jack Point
North Slave	Behchoko	Dock Pre-Engineering/Boat Launch
	Gamètì	Dock Pre-Engineering/Boat Launch
Deh Cho	Fort Simpson	Trail Construction to Horn Plateau
	Nahanni Butte	Bluebell and Yohin Lake and Thenaago Trail Construction Project
	Wrigley	Access Road Between Fish Lake and 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

**KEY ACTIVITY 6: ROAD LICENSING AND SAFETY**

**Description**

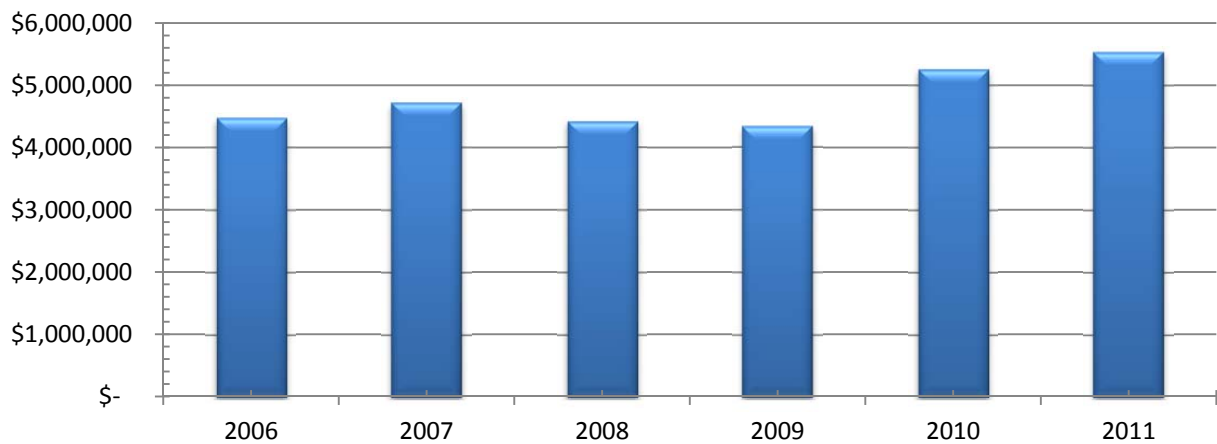
The Road Licensing & Safety Division (RL&S) ensures the protection of public safety and the environment in areas of private and commercial transportation. The division is responsible for driver testing, issuing vehicle registration and driver’s licenses, and to inspect all commercial vehicles operating on the territorial transportation network. The department also administers the *All-Terrain Vehicles Act*, which delegate’s 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 on patrol throughout the territory.

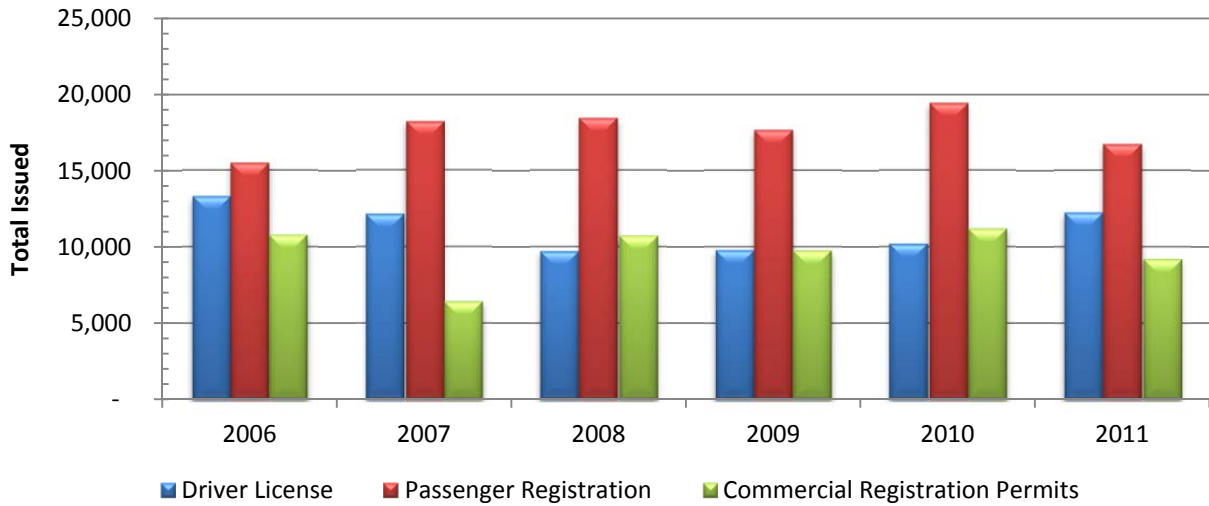
There are three areas of program support: Management, Driver and Vehicle Licensing, and Transport Compliance.

**Performance Measures**

***Total revenue generated by Road Licensing and Safety***

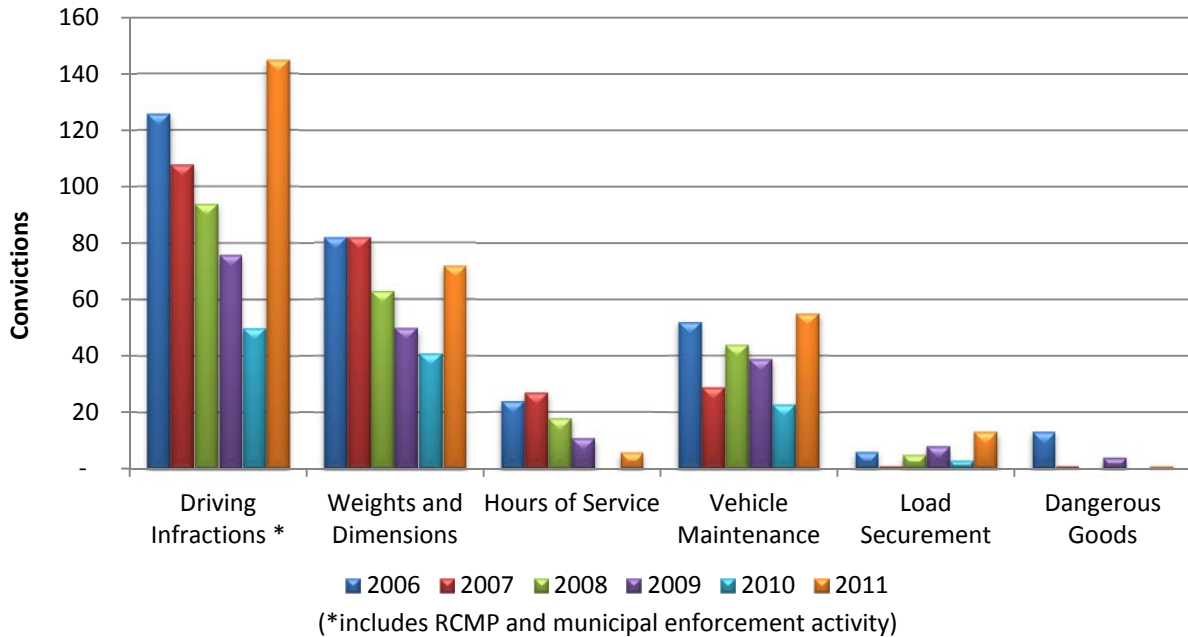


**Total licenses, passenger registrations, and registration permits issued**



As indicated in the graph above, the Road Licensing & Safety division saw an increase in driver licenses issued, a decrease in passenger registrations, and a decrease in commercial registration permits issued during 2011 from the previous year.

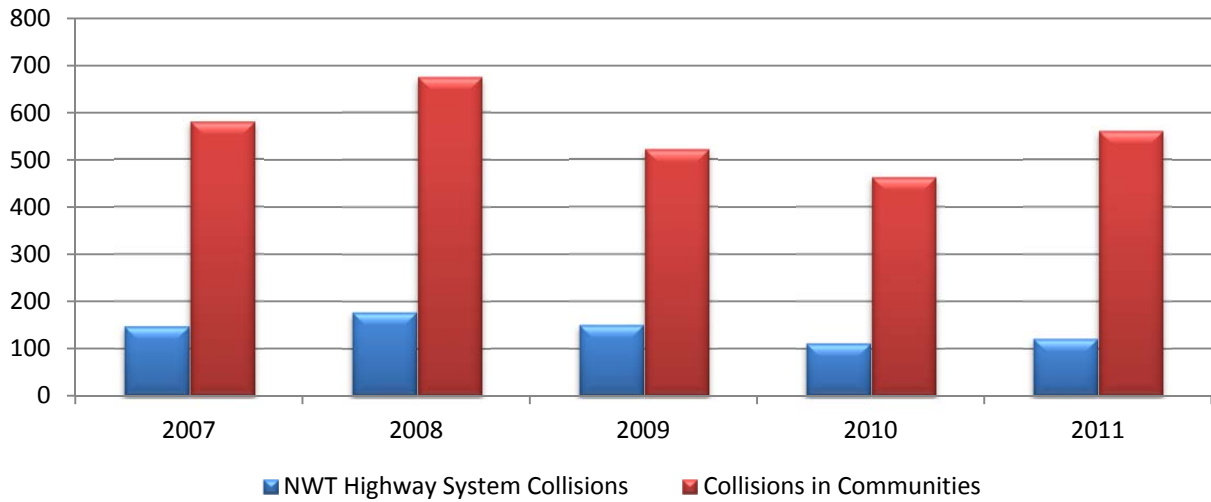
**Commercial transport convictions under the Motor Vehicles Act and related regulations**



As indicated by the graph above, most convictions under the *Motor Vehicles Act* are related to driving infractions with an increase in all categories in 2011.

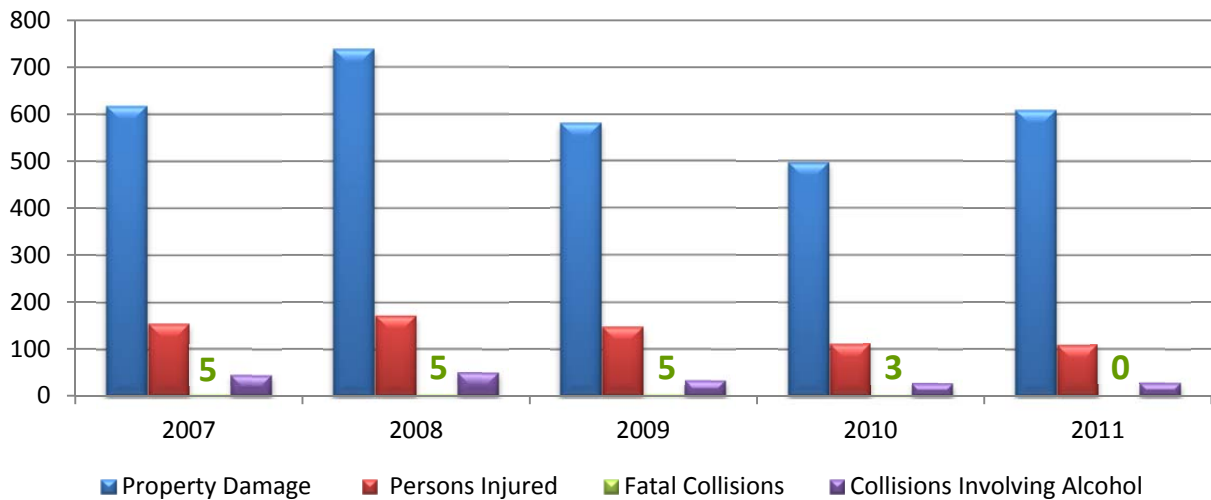


**Total number of reportable collisions**



As indicated by the graph above, most reportable collisions occur in communities as opposed to on the NWT Highway System. In 2011, there was an increase in the number of collisions in communities, as well as a small increase in collisions on the NWT Highway system from the year before.

**Traffic collision summary**



The graph above indicates that most traffic collisions in the NWT result in property damage only. In 2011, the NWT achieved a zero fatality record, while property damage collisions increased slightly.

## Other Initiatives

### **Partners in Compliance (PIC)**

The department is co-operating with Alberta Transportation to adopt the Partners in Compliance Program (PIC), a motor carrier 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**

The automated toll tracking system on the Deh Cho Bridge includes transponders, cameras, and automated axle counters to track and record commercial vehicle crossing events. The technology will facilitate the collection of approximately \$4 million in toll revenue annually, improve efficiencies, and align with practices in other jurisdictions. Enforcement will be by the toll auditing process and random spot checks conducted by Highway Transport Officers (HTOs).

### **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.

### **NWT Road Safety Plan**

A departmental Road Safety Plan 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 and penalize high-risk driving behavior through license suspensions and remedial education. The Ignition Interlock Program is a core component of the HRDP to improve road safety by reducing the number of people who drink and drive. An ignition interlock device is an in-car breath alcohol screening instrument that prevents a vehicle from starting if the driver's blood alcohol concentration exceeds a pre-set limit. The department is drafting regulations for the Ignition Interlock Program, which is will be in place in 2012.

### **Legislative Initiative - *Motor Vehicles Act***

The department is committed to ensuring legislation remains current and modernized to address changes and best practices, improve safety, and 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*. The department is considering a proposal to update the drinking and driving provisions within the *Act*.

### **Legislative Initiative – *Deh Cho Bridge Act***

The department will ensure an adequate statutory framework is in place to support the administration and operation of the Deh Cho Bridge. A Legislative Initiative will be proposed in order to strengthen enforcement of the toll system, streamline budget reporting requirements, and simplify procedures for making inflationary adjustments to toll amounts.

## 2. RESPONDING TO PRIORITIES

### PRIORITY 1 – BUILDING A STRONG AND SUSTAINABLE FUTURE FOR OUR TERRITORY

#### Description

Strengthening our relationships with Aboriginal and other Northern governments

#### Major Program and Service Initiatives Planned for 2013-14

- The Department of Transportation continues to partner with community and Aboriginal governments to improve the transportation system. For example:
  - Subject to available federal and GNWT funding, the department will collaborate with Aboriginal land claim organizations to advance the Wrigley to Dempster segment of the Mackenzie Valley Highway project through the regulatory process
  - DOT and the Tlicho government are moving forward with work relating to Project Description Reports, such as environmental and engineering studies, to realign the existing Tlicho winter road to an overland winter road route
  - DOT will construct the 160 Km winter resupply route to Wekweètì through funding partnerships with industry and Aboriginal governments. The department is also exploring options to add the Wekweètì winter road to the NWT public highway system in response to a request from the Tlicho government

#### Description

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

#### Major Program and Service Initiatives Planned for 2013-14

- 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
  - Continue developing a Green House Gas Reduction Plan to improve energy efficiency and conservation
  - Continue the remediation of hazardous sites and environmental liabilities, such as the Fort Resolution community airport, Wrigley highways maintenance camp, and the James Creek highway camp on the Dempster Highway
  - Continue implementing internal energy saving initiatives, such as upgrading ferry engines to reduce fuel consumption
- The realignment of Highway 4 will help facilitate the federal government's environmental remediation of the Giant Mine site

### 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

#### Major Program and Service Initiatives Planned for 2013-14

- 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

### **PRIORITY 3 – STRENGTHEN AND DIVERSIFY OUR ECONOMY**

#### **Description**

Making strategic infrastructure investments such as the Inuvik to Tuktoyaktuk Highway, the Mackenzie Valley Fiber Optic Link, and hydro initiatives

#### **Major Program and Service Initiatives Planned for 2013-14**

- 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
- The Mackenzie Valley Highway supports the Fiber Optic project as both projects share a common corridor providing an opportunity to partner on the environmental assessment and information requirements

#### **Description**

Supporting the Mackenzie Gas Pipeline project

#### **Major Program and Service Initiatives Planned for 2013-14**

- 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.

#### **Major Program and Service Initiatives Planned for 2013-14**

- Projects, such as the Deh Cho Bridge and other system improvements, increase the reliability, extend seasonal access, and support the economic sustainability of industries that rely on the system for resupply
- Future projects, such as the Seasonal Overland, will provide opportunities to expand exploration, improve the feasibility of known deposits, and mitigate risk for existing developments
- The department will continue to use innovative technology to lengthen the ferry operating seasons to improve inter-community travel, re-supply, and resource development
- 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 them longer into the season
- The department is partnering with industry to construct a winter route to Wekweëti in early 2013 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 and achieve longer operating seasons
- Consideration is being given to the impacts of extending the Mackenzie Valley Winter Road from Fort Good Hope to the Dempster Highway
- Ongoing reconstruction of the existing highway and airport network increases the capacity of the transportation system to support increased development
- Assess options for realigning the existing Tlicho winter road to an overland alignment to improve access to resources, connect communities, and reduce the cost of living

**PRIORITY 5 – ENSURE A FAIR AND SUSTAINABLE HEALTH CARE SYSTEM**

**Description**

Investing in prevention, education and awareness, and early childhood

**Major Program and Service Initiatives Planned 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

### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2013-14 Main Estimates	2012-13 Revised Estimates	2012-13 Main Estimates	2011-12 Actuals
Operations Expense				
Corporate Services	10,033	10,228	10,228	10,623
Marine	8,042	8,042	8,042	8,191
Highways	69,114	67,844	67,844	60,096
Airports	29,092	28,677	28,677	27,799
Road Licensing & Safety	4,616	4,616	4,616	4,379
Community Access Program	1,008	1,008	1,008	834
Total Operations Expense	121,905	120,415	120,415	111,922
Revenues	25,348	25,348	25,348	26,313

#### HUMAN RESOURCE SUMMARY

	Proposed 2013-14	2012-13	2011-12	2010-11
Total Number of Positions	314	313	313	307

Appendix I – Financial Information

Operations Expense Summary

	2012-13 Main Estimates	PROPOSED ADJUSTMENTS					2013-14 Business Plans
		FG Collective Bargaining NA	Forced Growth	Corporate Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
<b>Corporate Services</b>							
Management	684						684
Information Systems	1,980						1,980
Finance	1,005						1,005
Occupational Health & Safety	136						136
Employee Benefits	974						974
Regional Management	2,412				(195)		2,217
Contracts	380						380
Planning & Policy	1,789						1,789
Environment	504						504
Public Affairs & Communications	341						341
Amortization	23						23
<b>Total Corporate Services</b>	<b>10,228</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(195)</b>	<b>0</b>	<b>10,033</b>
<b>Marine</b>							
Management	2,550						2,550
Maintenance & Refits	1,041						1,041
Operations	3,656						3,656
Amortization	795						795
<b>Total Marine</b>	<b>8,042</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,042</b>
<b>Highways</b>							
Management	718						718
Winter Roads	4,964		322				5,286
Infrastructure	16,342						16,342
Operations	17,899		948				18,847
Amortization	27,921						27,921
<b>Total Highways</b>	<b>67,844</b>	<b>0</b>	<b>1,270</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>69,114</b>
<b>Airports</b>							
Management	699		308				699
Program Development	2,231						2,338
Operations	13,871						13,871
Facilities	3,618		107				3,725
Amortization	8,258						8,258
<b>Total Airports</b>	<b>28,677</b>	<b>0</b>	<b>415</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,092</b>
<b>Road Licensing &amp; Safety</b>							
Management	285						285
Driver Vehicle & Licensing	1,970						1,970
Transport Compliance Section	1,898						1,898
Amortization	463						463
	4,616	0	0	0	0	0	4,616
<b>Community Access Program</b>							
Community Access Program	1,000						1,000
Amortization	8						8
	1,008	0	0	0	0	0	1,008
<b>TOTAL DEPARTMENT</b>	<b>120,415</b>	<b>0</b>	<b>1,685</b>	<b>0</b>	<b>(195)</b>	<b>0</b>	<b>121,905</b>

**Explanation of Proposed Amendments to Operations Expense**

Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	Corporate Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Corporate Services</b>						
Regional Management	Financial Shared Services	0	0	0	(195)	0
		0	0	0	(195)	0
	<b>Total for Corporate Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(195)</b>	<b>0</b>
<b>Marine</b>						
	<b>Total for Marine</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Highways</b>						
Winter Roads	Equipment usage – Inuvik ice roads	0	175	0	0	0
	Tli Cho winter road construction		147			
		0	322	0	0	0
Operations	Dempster Highway maintenance contract		76			
	Dempster Highway surface stabilization and dust control		69			
	Crushing Program highway maintenance		280			
	Winter road and regular highway maintenance contracts		523			
		0	948	0	0	0
	<b>Total for Highways</b>	<b>0</b>	<b>1,270</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Airports</b>						
Operations	Additional positions at Ft Simpson and Inuvik airports		308			
Facilities	Technical Services Officer Yellowknife	0	107	0	0	0
		0	415	0	0	0
	<b>Total for Airports</b>	<b>0</b>	<b>415</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>0</b>	<b>1,685</b>	<b>0</b>	<b>(195)</b>	<b>0</b>

Note: The 2013-14 O&M, revenue and staffing adjustments associated with the Deh Cho Bridge have not yet been reflected in DOT's 2013-14 Business Plan. These adjustments will be brought forward to the Financial Management Board for final approval and inclusion in the 2013-14 Main Estimates when the Deh Cho Bridge is brought into service



**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

(thousands of dollars)

<b>Revenue Item</b>	<b>2012-13 Main Estimates</b>	<b>2013-14 Business Plans</b>
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Note: The Deh Cho Bridge annual toll revenues and other potential revenue adjustments associated with DOT's current Fees Review will be brought forward to the Financial Management Board for final approval and inclusion in DOT's 2013-14 Main Estimates.

**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates and 2012-14 Business Plan**

(thousands of dollars)							
Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Re-allocation	2013-14 Business Plan
<b>Community Access Program</b>		980	0	0	0	0	980
<b>Total for Community Access Program</b>		<b>980</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>980</b>
<b>Airports Aviation Bursary Program</b>		30	0	0	0	0	30
<b>Total for Airports</b>		<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>
<b>Highways Deh Cho Bridge Involvement grants</b>		96	0	0	0	0	96
<b>Total for Highways</b>		<b>96</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>96</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>1,106</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,106</b>

**Appendix II – Human Resources Reconciliation**

**Position Changes: 2012-13 Main Estimates to 2013-14 Business Plans**

	<b>Number of Positions</b>	<b>Location</b>	<b>Total</b>
<b>2012-2013 Main Estimates</b>	313	-	313
<b>GNWT Reallocation:</b>			
Financial and Admin Clerk	(1)	Inuvik	(1)
Senior Finance Clerk	(1)	Inuvik	(1)
<b>Forced Growth:</b>			
Technical Services Officer	1	Yellowknife	1
Airfield Maintenance Specialist - Fort Simpson	1	Fort Simpson	1
Manager of O&M - Inuvik	1	Inuvik	1
<b>Internal Reallocation:</b>			
Internal Reallocation 1	-	-	-
Internal Reallocation 2	-	-	-
<b>Total Proposed Positions 2013-14 Business Plan</b>	314		314
<b>Increase (Decrease)</b>	1		1

**Appendix III – Infrastructure Investments in 2013-14**

(Thousands of dollars)

		<b>2013-14</b>
<b>Airports</b>		
Fort Simpson	Stake Truck/ Airports	150
Fort Simpson	Sweeper/ Airports	250
Norman Wells	Plow Truck/ Airports	225
Inuvik	Sweeper/ Airports	250
Various	Runway Stabilization/ Aklavik, Deline, Tuktoyaktuk, Fort Liard	375
Yellowknife	Sweeper/ Airports	250
<b>Highways</b>		
Behchoko	Crawler Truck/ Highways	300
Enterprise	Backhoe Loader/ Highways	175
Hay River	Dump Truck/ Buffalo River	300
Hay River	Pull-out for CV Inspections/ Highway 2 (Km 18)	200
Fort Smith	Loader	250
Various	Enhanced Safety Operations	250
Various	Upgrades to sand/salt storage compounds/ Highways	175
Yellowknife	9cu M Dump Truck/ Highways	300
Inuvik	4 cuy 4WD Loader	300
Various	Highway 1 km 188-457 Reconstruction	2,000
Various	Highway 4 km 0-69.2 Reconstruction	3,000
Various	Highway 3 km 239-338.9 Reconstruction	3,000
Various	Highway 8 km 0-259 Reconstruction	4,000
Various	Various Bridges Programs	1,700
Various	Highway 7 Reconstruction	1,000
Various	Culvert Replacement Program	1,500
Various	Various Highway Chipseal Overlay Program	5,000
<b>Marine</b>		
Fort McPherson	Expand Shop/ Peel River	250
Fort Simpson	Generators/ Johnny Berens Ferry	100
Fort Simpson	Portable landings and new haul out area/ N'Dulee Ferry	100
<b>Road Licensing and Safety</b>		
Various	Motor Vehicle Information System	850
<b>Total</b>		<b>26,250</b>

**EDUCATION, CULTURE  
AND EMPLOYMENT**



## 1. DEPARTMENT OVERVIEW

### MISSION

The mandate of the Department of Education, Culture and Employment (ECE) is to invest in and provide for the development of the people of the Northwest Territories (NWT), enabling them to reach their full potential, to lead fulfilled lives and to contribute to a strong and prosperous society.

### GOALS

1. ***Pride in our Culture*** - Northerners who are knowledgeable about and proud of their culture, heritage and language. Culture, heritage and language are the foundation for learning.
2. ***Education of Children and Youth*** - A strong foundation for learning and students achieving their potential in a results-based education system.
3. ***Education of Adults*** - A wide range of education opportunities and adults who are self-reliant and able to take full advantage of social and economic opportunities.
4. ***A Skilled and Productive Work Environment*** - NWT residents with the skills, knowledge and opportunities to participate fully as productive citizens in the Northern economy.
5. ***People Participating Fully in Society*** - Northerners actively participating in community and society to their fullest potential within an integrated, comprehensive and responsive system of supports.

### OPERATING ENVIRONMENT

#### ***Demographics and Official Languages***

The use of Aboriginal languages is declining in most NWT communities. Retention and revitalization of Aboriginal languages is made more difficult by the value placed on dominant languages, communications and the use of new technologies. These challenges must be addressed and opportunities used for revitalization efforts to be successful.

Language is the main way in which culture is handed down from one generation to the next; yet, changing demographics in the NWT make this increasingly difficult as the population ages. The 2009 *NWT Community Survey* highlighted information of concern with respect to the number of those with the ability to converse in Aboriginal languages. Five of the NWT's official Aboriginal languages now have less than five hundred people with the ability to converse; six of the languages have less than 1,000 people, eight languages have less than 1,500 and only one NWT official Aboriginal language community has more than 2,500 people with the ability to converse. As well, most of those with the ability to converse in an Aboriginal language are over the age of 40.

Finding speakers with the necessary knowledge and skills, providing opportunities for speakers to engage with language students and developing learning materials becomes increasingly challenging as the number of speakers decreases. In partnership with language communities, a

concerted, strategic effort is being made to support NWT Aboriginal languages acquisition, revitalization and maintenance.

In support of French services, the Department continues to lead work on the delivery of GNWT services and communications in French.

### ***Demographics and school enrolments***

The NWT birth rate remains higher than the Canadian rate; however, it has been consistently decreasing over the past 20 years. Along with net migration, this helps to account for declining school enrolments which are expected to continue in 2013-14.

### ***Social environment***

The philosophy of culture-based and inclusive education ensures that NWT official languages and cultures form a foundation for learning. In addition, it ensures that education builds on students' strengths and addresses their individual challenges through community-based and collaborative decision making.

Ensuring a safe and secure learning environment for students remains a priority. In 2013-14, the Department will continue to address the issue of bullying, review inclusive schooling and further integrate instruction about the legacy of residential schools into the curriculum. By supporting students as individuals in the context of their experiences and history and by continually reviewing and improving school programs, ECE is focused on improving the academic success of all NWT students, particularly those from small communities.

### ***Economic environment***

The NWT economic environment remains challenging. On the one hand, the NWT Bureau of Statistics indicates that the NWT was the only province or territory to experience a decline in Gross Domestic Product (GDP) for 2011, falling by 5.5% since 2010. On the other hand, support activities for mining, oil and gas extraction increased by 21.2% in 2010 and 2011, indicating potential for future resource development.

During 2012, the NWT employment rate has been rising but not to pre-recession peak levels. In this context, and as part of broader Government of the Northwest Territories (GNWT) goals, it is important for the Department to continue with various initiatives to inform and support NWT residents in gaining the skills and education necessary to take full advantage of current and emerging employment opportunities.

### ***Natural environment***

In light of the progress towards devolution as well as archaeological site management and protection, a review of the *NWT Historical Resources Act* is required. In addition, global warming has already and will continue to cause significant thawing of permafrost. This has led to slope erosion, particularly in the Mackenzie Delta, exposing significant paleontological and archaeological finds. The Department is working with other stakeholders toward the research and protection of these heritage resources.



## KEY ACTIVITY 1 – DIRECTORATE AND ADMINISTRATION

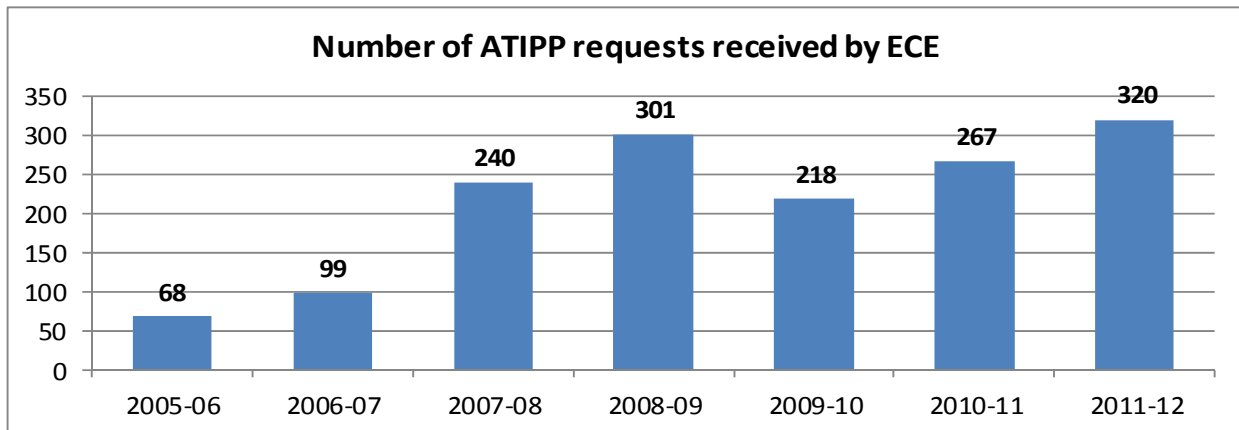
### Description

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 coordinate 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 education authorities. The Division coordinates briefing notes and decision-making documents, and provides records management and financial administration services. As well, the Division manages the information systems supporting the delivery of programs and services across the Department, Aurora College and education authorities.

### Performance Measure



The number of Access to Information and Protection of Privacy (ATIPP) requests from the public to provide supporting documentation for residential school attendance has increased in volume over the past five years. This is an essential service to the public both in the NWT and Nunavut. Records for school attendance prior to division in 1999 are maintained in the GNWT system. These ATIPP requests are time sensitive and are given priority when they are received.

## 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. Many of the most effective departmental activities in this area 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.

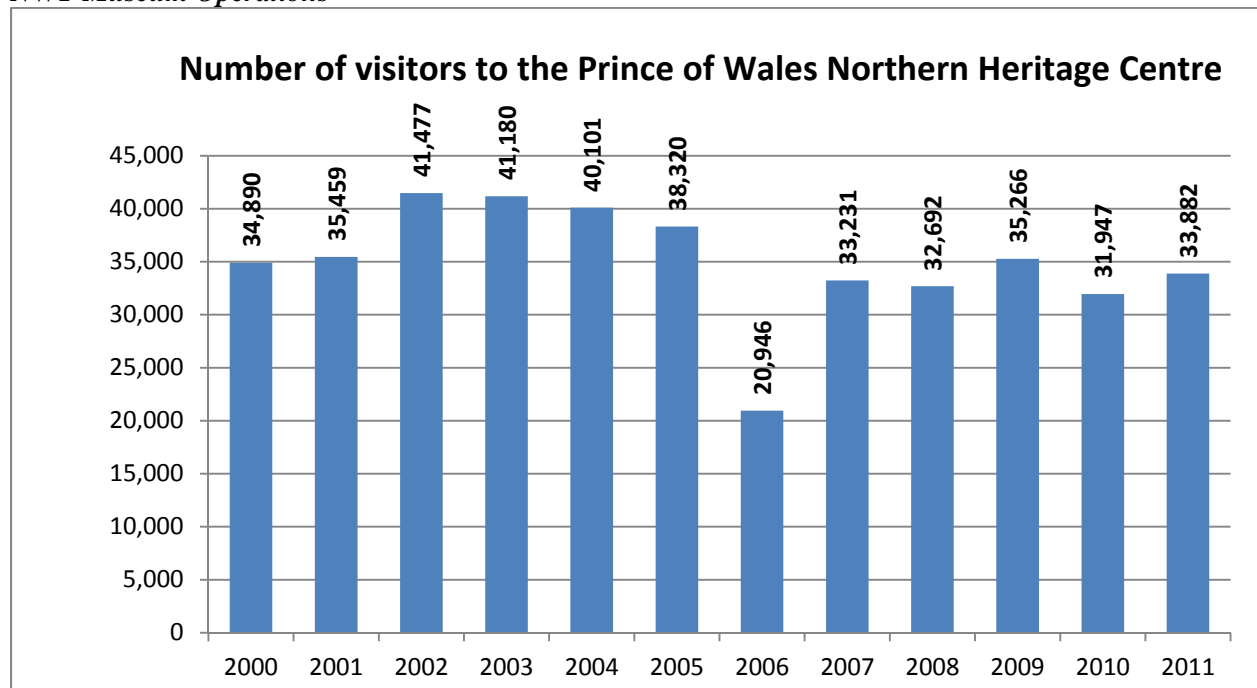
**NWT Cultural Places:** conducts archaeological fieldwork and research, assesses the impact of resource development on archaeological resources and issues permits for archaeological research. Administers official community and geographic names and commemorates significant historical and cultural places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

### Performance Measures

#### **NWT Museum Operations**



Target for 2013: 35,000 visitors

The number of visitors to the Prince of Wales Northern Heritage Centre (PWNHC) is tracked by calendar year. The data reflects tourism trends as well as interest in specific exhibitions and school and public programs. In 2006, the PWNHC began major renovations and an exhibit renewal process with development of all new content which required periodic closing of galleries. The renewal of permanent exhibits will be completed by the end of 2013.

2009-10 2010-11 2011-12

Number of new permanent, travelling and online exhibits produced	19	16	15
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The Department tracks the number of new exhibits produced and hosted including permanent (two to 20 years), temporary (up to two years), travelling exhibits developed for NWT communities (circulated annually on a two-month rotation) and web-based exhibits referring to multi-media exhibits developed for the PWNHC website.

2009-10 2010-11 2011-12

Number of school and public education programs delivered	119	140	136
Target for 2013-14: 140 programs delivered			
Number of school children participating in PWNHC programs	2,359	2,593	2,370
Target for 2013-14: 2,500 school children participating			

The Department records public-use statistics for school and public programs at the PWNHC and through community outreach. This data provides important information on participation and interest in specific programs.

2009-10 2010-11 2011-12

**Cultural Places Program**

Number of communities involved in Cultural Places Research	8	9	12
Number of archaeological research permits issued	24	16	19
Number of land use permit applications reviewed	172	144	168

Cultural Places Program data provides an indication of Departmental effectiveness in fulfilling statutory responsibility to protect archaeological sites. By tracking the number of communities we partner with, the Department can gauge interest in our services. Development projects holding land use permits cause ground disturbance which can impact archeological sites. Tracking land use permit applications provides an estimate of the potential threat to archaeological sites.

2009-10 2010-11 2011-12

**Cultural Contributions Program**

Number of individuals and organizations funded by:			
NWT Arts Council	64	70	62
Support to Northern Performers	24	19	21

The Department measures the number of contributions awarded to northern artists, arts organizations, cultural organizations and heritage centres. The numbers fluctuate annually due to the changing number of applicants seeking Cultural Contributions Program funding and

amounts for which they have applied. NWT Arts Council funding decisions are made by a juried committee made up of five regional representatives on the NWT Arts Council. Sustaining and enhancing the capacity of arts and culture organizations is a key objective of the Cultural Contributions Program.

## KEY ACTIVITY 2.2 – OFFICIAL LANGUAGES

### Description

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

**Aboriginal Language Secretariat:** provides support and funding to each Official Aboriginal Language community to implement its strategic plan for language revitalization and maintenance. Funding is also 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 NWT Official Languages, 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 NWT Official Aboriginal Languages, advises the Minister on government and community efforts to maintain, revitalize and promote Aboriginal languages.

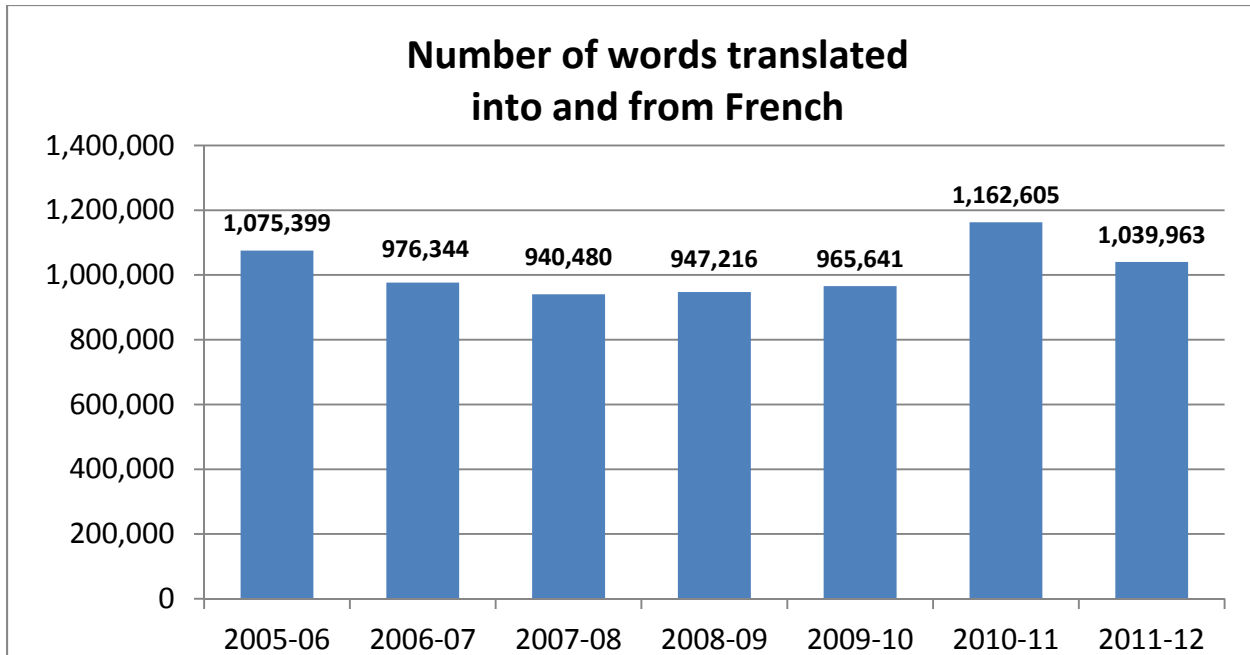
### Performance Measures

	2009-10	2010-11	2011-12
<b>Aboriginal Languages</b>			
Number of funded Aboriginal language community activities	35	35	39
Number of funded Aboriginal literacy activities	22	23	24

Data on Aboriginal language activities is compiled from annual reports submitted to the Department by Aboriginal language communities and other recipients of language funding. The numbers represent all funded activities as most contribution agreements are for more than one activity. Aboriginal language and literacy activities are crucial to maintaining and enhancing Aboriginal language usage.

	2009-10	2010-11	2011-12
<b>French Language</b>			
Number of funded French community cultural development activities	8	8	9

The number of French activities above represents community-based initiatives that support the cultural development of the NWT Francophone community.



This includes all words translated into and from French by all GNWT departments, boards and agencies.

## KEY ACTIVITY 3.1 – EARLY CHILDHOOD DEVELOPMENT

### Description

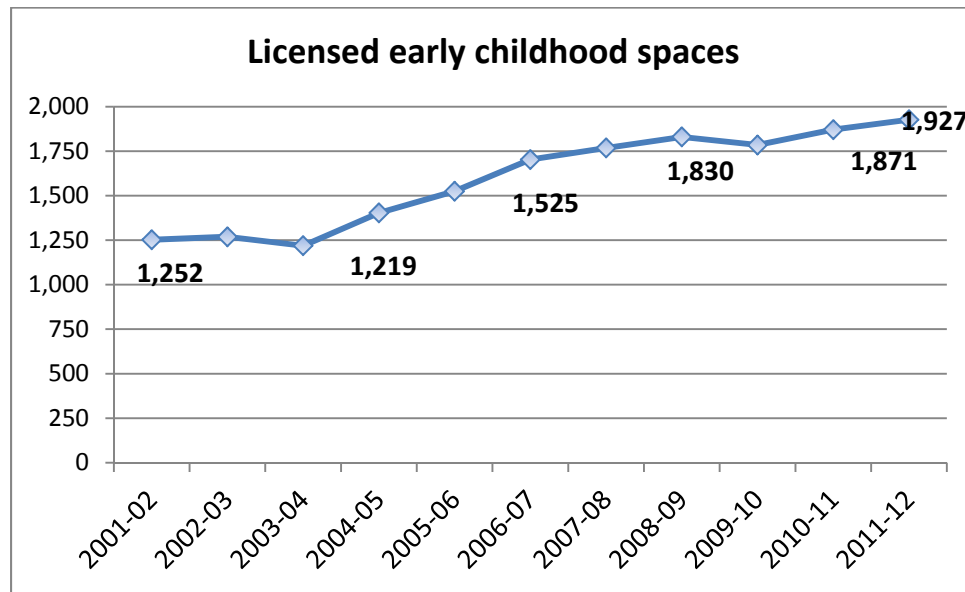
The *Early Childhood Framework for Action* (Framework) provides direction for program and service development in the area of early childhood and family development. The Framework is a work of the departments of Education, Culture and Employment and Health and Social Services (HSS). Through the Framework, the Department provides support to community organizations in the delivery of programs and services for young children and their families. The Framework is being renewed in 2012-13.

The Early Childhood Program licenses and monitors early childhood providers to ensure compliance with the *NWT Child Day Care Act* and *Child Day Care 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.

### Performance Measures

	2009-10	2010-11	2011-12
Number of new child day care facility licenses issued	13	17	8
Number of projects funded through Healthy Children Initiative	71	61	58
Number of funded Language Nest sites	19	18	21
Number of funded community based Family Literacy activities	29	29	26
Number of Family Literacy Coordinators trained	144	150	66
Number of students enrolled in Early Childhood Development Certificate distance education courses at Aurora College	93	72	130



Early childhood measures provide data on the range of GNWT investments contributing to a community based early childhood system. Early childhood programs exist to support child development, usually in the context of parents working outside the home and/or accessing training opportunities. The number of new child day care facility licenses issued each year is a reflection of demand in this area. The data on Healthy Children Initiative projects, Language Nest sites and Family Literacy activities indicates support for community based programs. The numbers fluctuate as communities develop projects based on local needs and priorities.

The importance of trained practitioners is highlighted by the number of students enrolled in Aurora College's early childhood program. Regarding the training of Family Literacy Coordinators, the recent focus was on increased professional development for experienced family literacy coordinators. Providing training opportunities ultimately increases the trained early childhood workforce and improves the quality of programs and services provided to children and families.



## KEY ACTIVITY 3.2 – K-12 EDUCATION

### Description

The Department oversees the system of publicly funded elementary and secondary school education and promotes a strong foundation for learning ensuring students are achieving their potential in a results-based education system.

**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; and supports education strategic initiatives, including the Aboriginal Student Achievement (ASA) initiative.

**Operations and Development:** provides operational support to education bodies; coordinates teacher recruitment, teacher and principal certification and evaluation, 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.

### Performance Measures

	2009-10	2010-11	2011-12
	(Academic Years)		
Number of new curricula, including teacher and student resources, developed, adapted and implemented	13	12	11

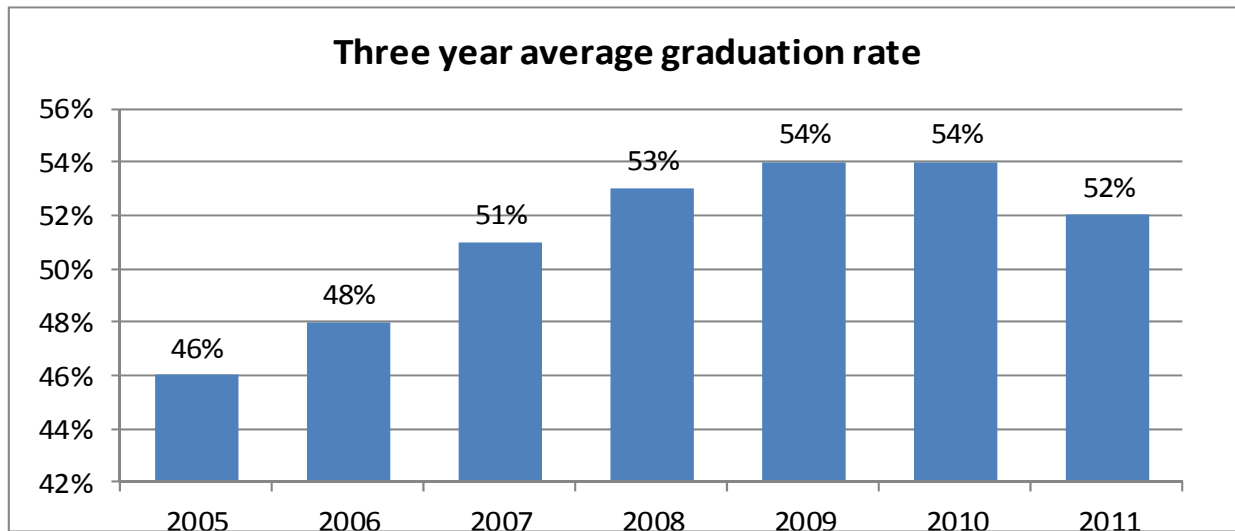
The GNWT has established goals and priorities for education to ensure that student learning reflects the cultures and traditions of our territory and that NWT education standards and current research are appropriate to both our Northern context and current best practice. Curriculum renewal is a key element of these goals and priorities. Curriculum is developed either independently within the NWT, in collaboration with other jurisdictions, or adopted and adapted from other jurisdictions. The number of curriculum developed, field tested and implemented is an important measure of Department work in this area. In 2011-12, curricula or resources were developed and implemented in the following areas: Literacy with Information and Communication Technology (LwICT) pilot, Experiential science 30 textbook, Mathematics 20-1, 20-2 and 20-3 in French and English, English Language Arts K-3, 4-6 and 7-9 curricula, French version of Social Studies Circumpolar World textbook, Kindergarten pilot and Northern Studies 10 Residential School Model.

	2009-10	2010-11	2011-12
	(Academic Years)		
Number of teachers who received in-service training in new curricula	523	512	661
Target for 2013-14: 900 teachers in-serviced			

The Department is responsible for facilitating K-12 curriculum in-services with NWT teachers to ensure understanding and the effective implementation of curriculum. In-services provided by the

Department are an important measure of supports offered to NWT teachers. This indicator can reflect either the breadth (teachers in a variety of subject areas or levels being in-serviced on a variety of curricula) or depth (many teachers being in-serviced in a specific area of priority) of the in-service. The 2013-14 target reflects the Department’s commitment to in-service all NWT teachers on issues related to the effect of residential schools in NWT communities.

	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%
Target for 2013-14: 55%				

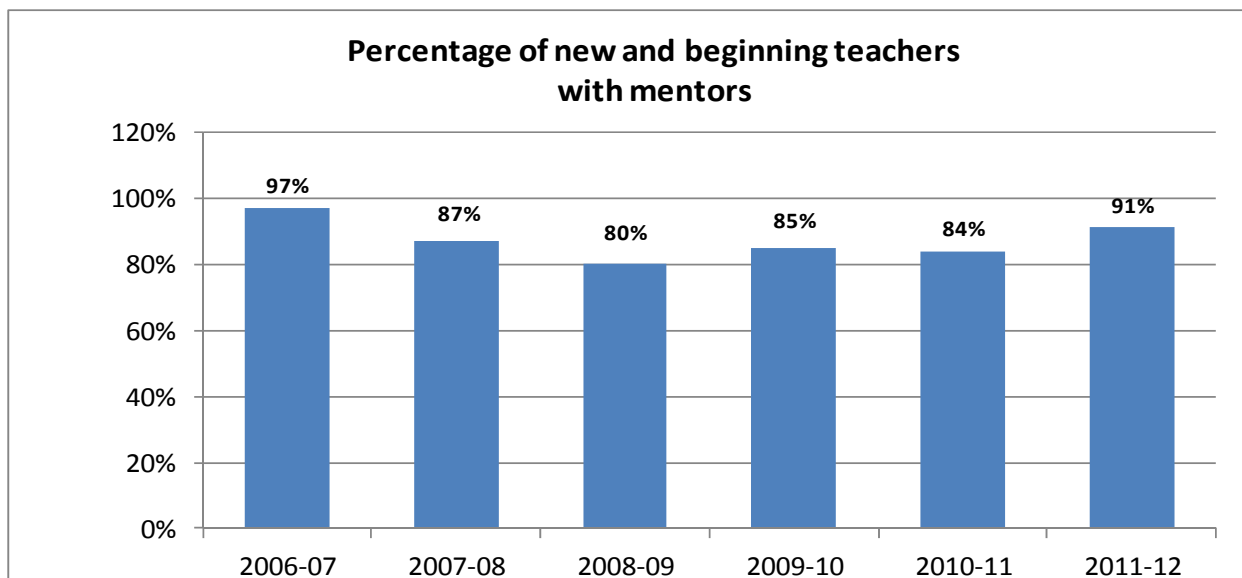


The ‘three year average graduation rate’ is the average graduation rate over three years. For example, for 2011, the three year average graduation rate is the average for the years 2009, 2010 and 2011. Statistics Canada has defined the graduation rate to be the number of Grade 12 graduates divided by 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 rates provides a better indication of the overall trend. The 2012 graduation rates, calendar year and three year average, will not be available until January 2013.

	2009-10	2010-11	2011-12
	(Academic Years)		
Number of principals in an evaluation process	10	16	N/A

The ongoing evaluation of school principals and the mentoring of new teachers are key measures of professional standards and teaching staff supports.

	2009-10	2010-11	2011-12
	(Academic Years)		
Number of new teachers in mentorship programs	66	72	87
Target for 2013-14: 95% of teachers with mentors			



The NWT Teacher Induction and Mentorship program pairs a new or beginning teacher with an experienced northern teacher to support them during their first year in an NWT school setting. New principals are not included in the Teacher Induction and Mentorship program due to the supervisory nature of their role in a school. Teachers who transfer from one NWT community to another are often informally mentored in their new community because they have already participated in the formal mentorship program.

## 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.

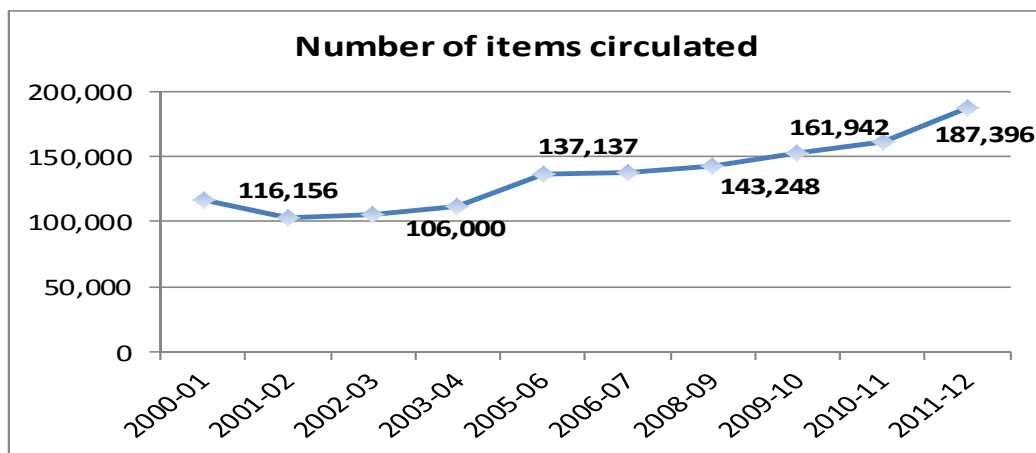
A central library collection is maintained and rotated to libraries across the NWT. In communities without libraries, residents can search the online catalogue on the Public Library Services (PLS) website and receive materials by mail.

PLS supports and maintains 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.

### Performance Measures

	2009-10	2010-11	2011-12
Number of visits to community libraries Target for 2013-14: 384,000 visits	325,370	345,301	367,675
Number of new materials acquired for library collection Target for 2013-14: 30,000 new materials	17,445	20,672	27,423



## KEY ACTIVITY 4 – ADULT AND POSTSECONDARY EDUCATION

### Description

The Department provides a wide range of education opportunities to adults to ensure they are self-reliant and able to take full advantage of social and economic opportunities.

**Adult and Postsecondary Education:** supports the planning, research, development and evaluation of adult and postsecondary education 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, diploma and degree programs relevant to NWT labour market demands. 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*; supports physical and social science research and 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:** implements the *Private Vocational Training Designation Directive* to ensure educational standards of private training.

### Performance Measures

	2009-10	2010-11	2011-12
	(Academic Years)		
<b>Aurora College Program graduates</b>			
Certificate	32	46	57
Diploma	45	38	63
Degree	17	22	20

The number of Aurora College certificate, diploma and degree graduates that complete their program provides accountability for the public funding provided to the College, as well as an indication of the level of postsecondary education NWT adults are achieving each year and associated trends. Completion of postsecondary education is an indication of success in the continuing development of a strong, northern workforce. Programs delivered vary from year to year. In 2011-12, there were 140 Aurora College graduates overall, 60 from the School of Business and Leadership, 34 from the School of Education, 34 from the School of Health and Human Services and 12 from the Arts and Science Program.

Aurora College School of Education programs are the Certificate in Adult Education, the Bachelor of Education including the Teacher Education Program (TEP), the Aboriginal

Language and Cultural Instructor Program (ALCIP), and early childhood education diploma programs.

	2009-10	2010-11	2011-12
	<i>(Academic Years)</i>		
<b>Teacher Education Program graduates (diploma and degree)</b>			
Teacher Education Program	8	10	3
Aboriginal Language and Cultural Instructor Program	0	0	26

Completion of the TEP diploma and degree and the ALCIP certificate and diploma are indicators of the level of success in achieving NWT TEP Strategy goals. There were no ALCIP graduates in 2009-10 and 2010-11 because the ALCIP Diploma has only been delivered twice since its development: fulltime, community-based delivery in Behchoko from 2007 to 2009 and in Inuvik from 2010 to 2012. The number of ALCIP Certificate graduates varies each year as Aboriginal Language teachers complete courses during the school year as part of their professional development. In a given year, teachers enrolled in the Certificate program may or may not have access to the courses they need in order to complete the program; a challenge that is addressed through collaboration with the education authorities.

Bachelor of Education program graduates also vary depending on enrolment each year, student retention and whether community-based diploma programs are being delivered at the same time as the campus-based degree program. ECE is working with Aurora College staff to develop a TEP Promotion Plan to encourage NWT residents to consider the teaching profession as a career choice and to increase the number of postsecondary students enrolling in the Aurora College Bachelor of Education program. Currently, community-based TEP Diploma delivery is taking place in Inuvik (2011 to 2014). An increase in overall graduates is expected for 2013-14.

	2009-10	2010-11	2011-12
	<i>(Academic Years)</i>		
<b>NWT Literacy</b>			
Number of participants in Adult Literacy and Basic Education courses (Aurora College and NGOs)	692	562	683
Number of funded literacy projects	50	42	47

The number of participants in Adult Literacy and Basic Education (ALCBE) courses, both at Aurora College and with non-government organizations (NGOs), is an indication of the number of adults upgrading their academic skills in order to access postsecondary education and/or the workforce. Literacy skill development increases adults' opportunities to participate successfully in the northern workforce, access postsecondary education and have an improved quality of life.

In 2011-12, 47 community literacy projects were funded through the Community Literacy Development Fund (CLDF) in all five regions of the NWT: 19 in the Beaufort-Delta (Aklavik, Fort McPherson, Inuvik, Paulatuk, Sachs Harbour, Tuktoyaktuk and Ulukhaktok), seven in the Dehcho (Fort Liard, Fort Providence, Fort Simpson and Trout Lake), seven in the North Slave (Gameti, Whati, Wekweeti, Behchoko, Yellowknife and N'dilo), five in the Sahtu (Deline, Norman Wells and Tulita) and nine in the South Slave (Fort Smith, Fort Resolution, Hay River and through the K'atl'odechee First Nation).

2009      2010      2011  
(Calendar Years)

***Aurora Research Institute***

Number of research licenses issued	185	204	157
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In 2011, there was a turnover in funding cycles for three of the major science funders so the number of registered licenses issued was lower than usual.

## KEY ACTIVITY 5 – EMPLOYMENT AND LABOUR

### Description

The Department provides a variety of programs and services that ensure NWT residents have the skills, knowledge and opportunities to participate fully as productive citizens in the Northern economy.

**Career and Employment Development:** provides a range of career service, training and employment development 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; and 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 oversees 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.

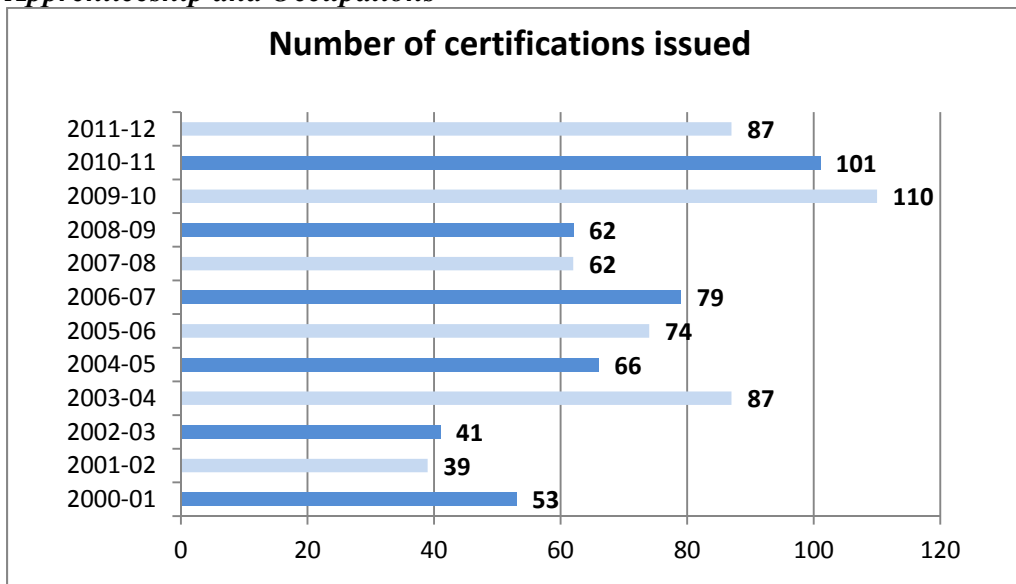
### Performance Measures

	2009-10	2010-11	2011-12
<b>Career and Employment Development</b>			
Number of clients who received training and/or employment supports	1,576	1,532	1,651
Percentage of career centre clients who worked on a career action plan	39%	36%	38%

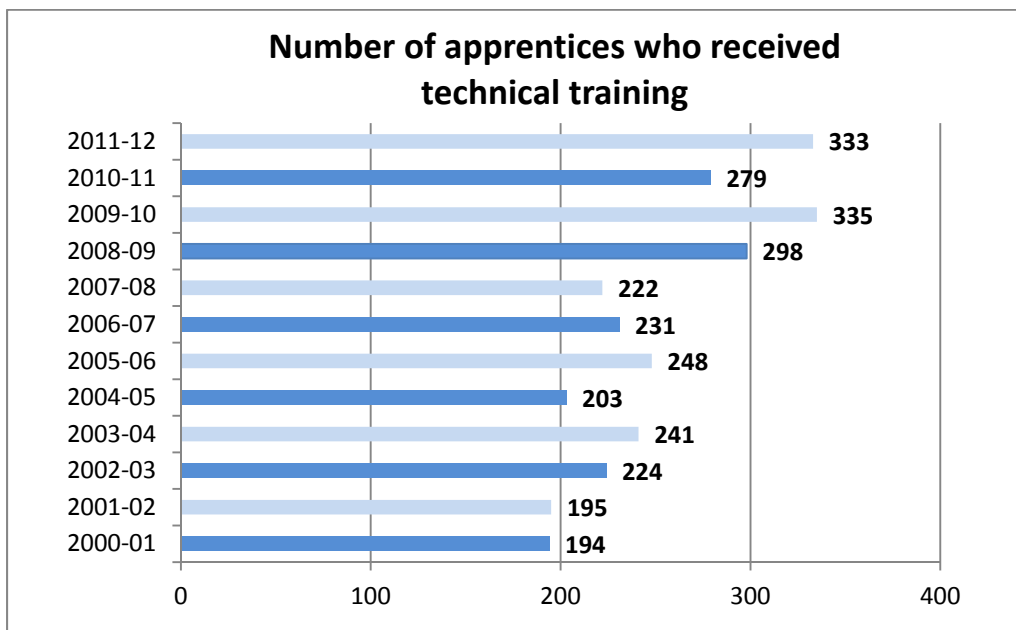
The first measure describes clients who received training and/or employment supports and represents the number of individuals, including apprentices, who received short-term financial assistance and other supports toward gaining skills to improve employability. The second measure describes career centre clients who worked on a career action plan and represents the number of clients who were deliberate in planning their career path and working toward attaining their goals with the support of professional staff. The latter number does not include apprentices.



**Apprenticeship and Occupations**



Certifications issued measures the number of Certificates of Qualifications and Certificates of Competence issued during the academic year. This measure encompasses journeyperson certifications, the majority of the certifications, as well as occupational certification numbers. Journey certification is recognition that an apprentice or tradesperson has demonstrated the skills and knowledge required to be a competent, qualified journeyperson. The number of Certificates of Qualification and Certificates of Competence issued each year are a measure of the success of the Apprenticeship and Occupation Certification Program.

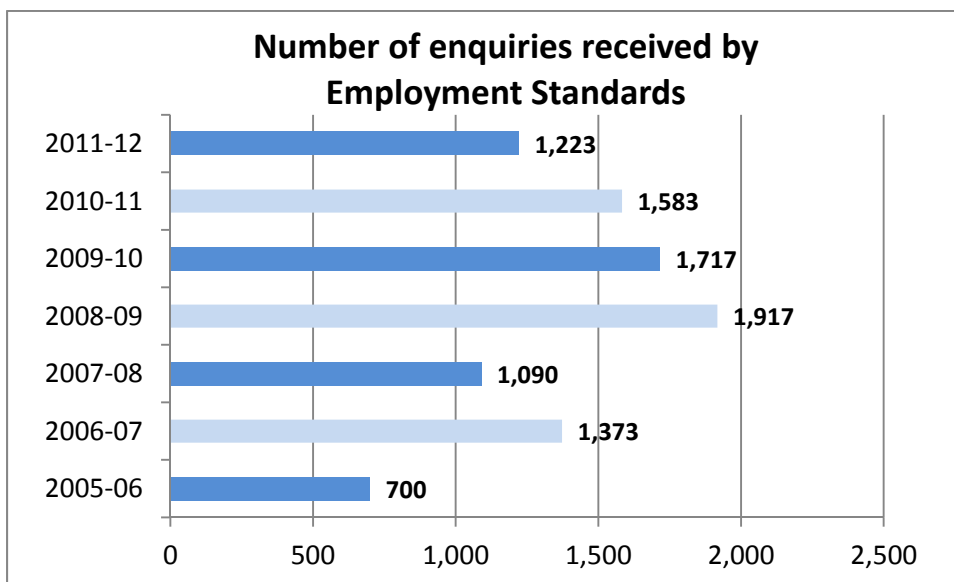


The number of apprentices attending technical training is a measure of clients pursuing formal recognition of their skills via certification through the apprenticeship program. Apprentices typically attend technical training once each year in the course of their two to four year apprenticeship program. This measure reflects apprentices who remain active in the program.

	2009-10	2010-11	2011-12
<b>Employment Standards</b>			
Number of cases opened with Registrar of Appeals	13	33	10
Number of complaints filed with Employment Standards	145	122	113

The number of cases opened with the Registrar of Appeals represents the number of employees or employers who appealed the award (decision) of the Employment Standards Officer (ESO). Such cases are reviewed by an independent body (adjudicator) who confirms, revokes, amends or substitutes the decision of the ESO.

The number of complaints filed with Employment Standards speaks to the total number of formal, written complaints filed with the Employment Standards Office.



The number of enquiries received includes in-person visits to the office, phone calls and website inquiries. The number of complaints and enquiries to Employment Standards measures demand for this program by nonunionized employees and employers in the NWT. This data informs the work of Employment Standards' staff.

## KEY ACTIVITY 6 – INCOME SECURITY

### Description

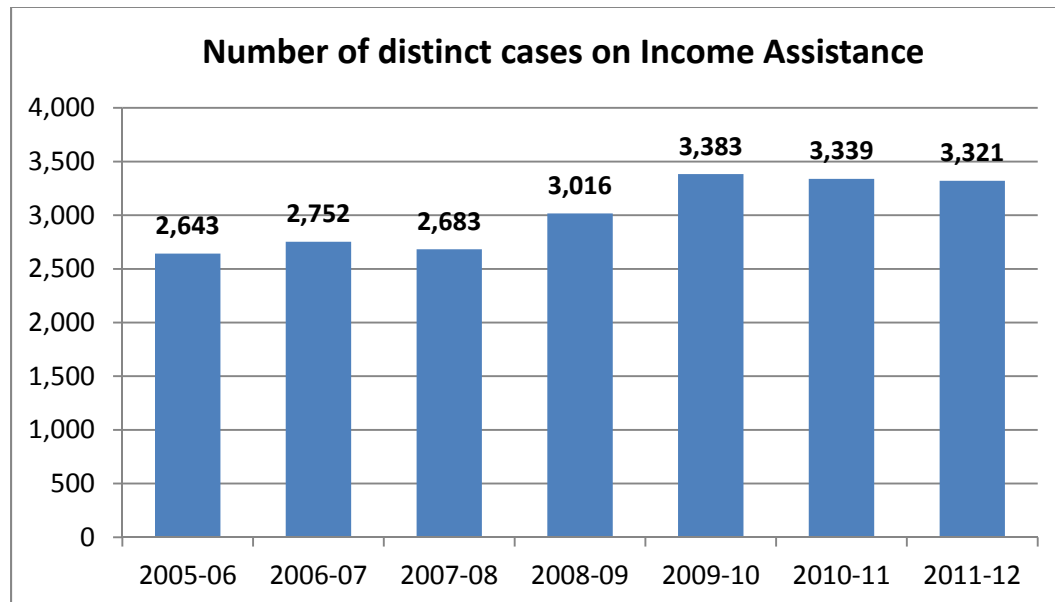
The Department administers a range of Income Security programs that provide financial assistance to NWT residents in meeting their basic needs, addressing cost of living issues, encouraging home ownership and ensuring access to basic health, education and legal programs and services for low-income residents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

**Income Assistance:** provides financial assistance to people ages 19 or over and their dependents to meet basic needs for food, shelter and utilities and enhanced benefits for clothing and furniture, disability, educational supports, supports to seniors and helps pay for childcare costs.

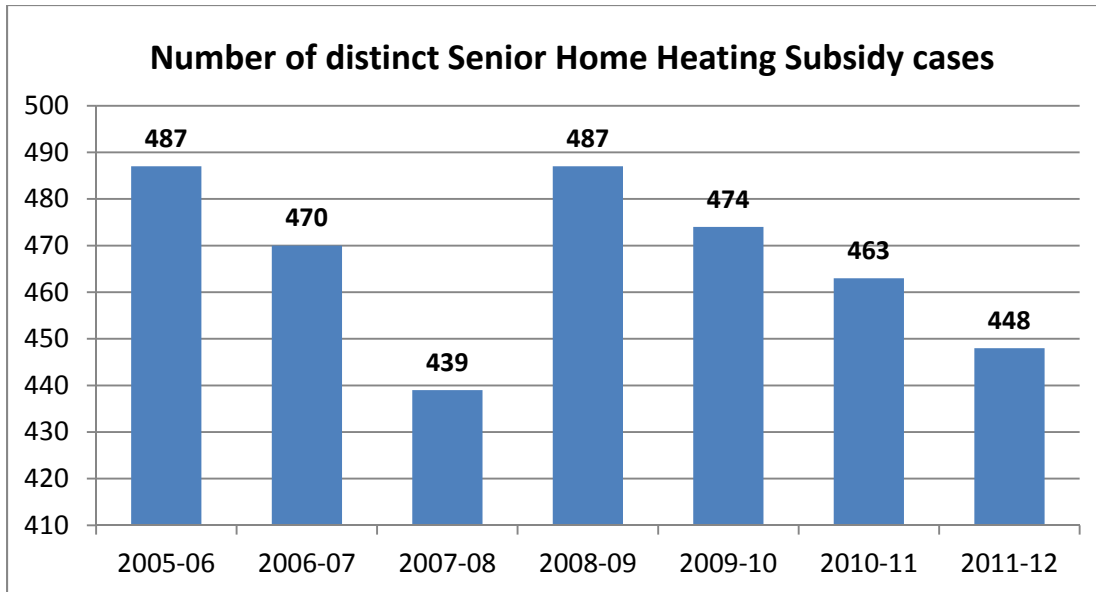
**Student Financial Assistance:** provides financial assistance to NWT residents to assist with the cost of obtaining a postsecondary education.

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

### Performance Measures



A distinct case is a unit, individual or family, meaning a couple, or parent(s) and child(ren). The graph illustrates the total number of distinct cases that accessed Income Assistance by fiscal year. The annual number of distinct cases on Income Assistance increased by 25.6% from 2005-06 to 2011-12. The Department, through income security reform, made significant changes to the benefits of income assistance in 2007, which increased access for NWT residents leading to an anticipated increase in distinct cases. Over the past few years, these numbers have levelled off and there is now a slight decline.



The table above provides the number of distinct NWT households that applied for the Seniors Home Heating Subsidy (SHHS) by fiscal year. Numbers fluctuate based on the weather, cost of heating fuel, family circumstances and life changes.

	2009-10	2010-11	2011-12
	<i>(Academic Years)</i>		
Number of SFA applications approved for full-time funding	1,209	1,306	1,394

Since 2009-10, the number of NWT postsecondary students accessing Student Financial Assistance (SFA) has increased.

## 2. RESPONDING TO PRIORITIES

### PRIORITY 1: BUILDING A STRONG AND SUSTAINABLE FUTURE

#### Description

Strengthening our relationships with Aboriginal and other northern governments.

#### Major Program and Service Initiatives Planned for 2013-14

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

- Consult with Aboriginal government partners and community experts to complete permanent diorama exhibits

##### **Official Languages**

- Continue to work with the Aboriginal language communities to implement the *NWT Aboriginal Languages Plan: A Shared Responsibility*

##### **K-12 Education**

- Continue to work with Aboriginal and educational leaders across the NWT to implement the Aboriginal Student Achievement (ASA) Plan to remove the achievement gap between Aboriginal and other students and between small and larger communities

### 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; and supporting child care programs to help parents become or stay employed.

#### Major Program and Service Initiatives Planned for 2013-14

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

- Collaborate with Industry, Tourism and Investment (ITI) to provide support for NWT artists to participate in Northern Scene, hosted by the National Arts Centre, Ottawa in April-May 2013, leading to increased exposure and employment opportunities for artists

##### **Official Languages**

- Continue work to establish Aboriginal Languages Secretariat including the creation of small community job opportunities
- Work with Aurora College to expand the Aboriginal Language Institute

- Lead implementation of the *GNWT Strategic Plan on French Language Communications and Services* by supporting GNWT departments, boards and agencies in the development of their action plans on French language communications and services

### ***Early Childhood Development***

- Continue to develop Child and Family Resource Centers using the Aboriginal Head Start curriculum and model as the foundation
- Consult on and implement changes to the Early Childhood Program as defined within the new ECD Framework with HSS
- Collaborate with Departments of Education in Yukon and Nunavut to develop a tri-territorial early learning framework
- Initiate implementation of the Infant Toddler Environmental Rating Scale (ITERS)
- Work with Aurora College to implement an NWT-specific on-site Early Childhood Education and Care (ECEC) diploma program
- Create an Early Childhood Ideal Program (ECIP) demonstration site, linked to the Aurora College diploma program, for early childhood workers to experience research-based best practices in ECEC for all children, including those with special needs

### ***K-12 Education***

- Conduct research toward formalizing the involvement of, and remuneration for, the ongoing participation of Elders in school programs
- Develop '1,2,3 Go', an Essential Learning program for the primary levels based on culture-based key conceptual elements
- Develop culturally appropriate high school curriculum by developing Northern Studies 30 as five-credit course and by developing learning materials for Northern Studies 20
- In partnership with the Nunavut Department of Education, develop teaching and learning materials, and continue in-servicing all Nunavut and NWT teachers on the history and legacy of residential schools in the North (for northern Studies 20)
- Complete the second of a three-phase implementation process of the Kindergarten to Grade 12 Literacy with Information and Communication Technology (LwICT) curriculum in all regions
- Develop an implementation plan for the use of digital media applications (apps) for the five Dene languages as well as the Cree and Inuit languages in all NWT regions
- Complete a review of Inclusive Schooling practices
- Implement and provide supports for a territorial Bullying Prevention Plan that is complemented by NWT anti-bullying legislation
- Continue working with education authorities to improve reporting on student achievement. The detailed data reports generated through PowerSchool, the new student information system, will form an intrinsic part of this process thus enhancing accountability and the opportunity for tracking systemic progress over time

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

- Implement the Adult Literacy and Basic Education (ALBE) Review Action Plan in response to the recommendations from the ALBE review
- Continue to work with Aurora College in respect to the *Federal Northern Adult and*

*Basic Education Strategy*

- Revise the Adult Recognition Model (ARM) process, curriculum and student placement package based on feedback from the pilot
- Support delivery of the final year of Community Based Teacher Education Program (TEP) in the Beaufort-Delta and start of community-based ALCIP in a new location
- Continue to work with Aboriginal Governments and other regional training partners to implement the NWT Labour Force Development Framework
- Complete the JobsNorth labour exchange website redesign and launch the new site
- Renegotiate the Canada/NWT Labour Market Agreement which expires in 2014
- Implement the *Accountability Framework for the Education and Training of Adults* in the NWT. This Framework will provide oversight to assist in the ongoing planning, monitoring and reporting on Aurora College, private institutions and non-government organizations education and training

*Income Security*

- Implement the action plan developed from the Review of the Student Financial Assistance Program. This will include an increase in the monthly living allowance
- Support the development and implementation of the NWT Anti-Poverty Strategy

**PRIORITY 3: STRENGTHEN AND DIVERSIFY OUR ECONOMY**

*Description*

Supporting the Mackenzie Gas Pipeline project, developing a socially responsible and environmentally sustainable economic development and mining strategy and supporting the traditional economy.

*Major Program and Service Initiatives Planned for 2013-14*

*Culture and Heritage*

- Under the NWT Arts Strategy, ECE will work with the Department of Industry, Tourism and Investment (ITI) and the NWT Professional Media Association to strengthen collaboration between the film and media industry and GNWT agencies such as the NWT Film Commission and the NWT Arts Council
- Review and amend NWT *Historical Resources Act* in consultation with Aboriginal and northern organizations subject to the outcome of the review and approval of a bill
- Develop an NWT Culture and Heritage Strategic Plan

*K-12 Education*

- Consider and implement recommendations from the internal review of the Aboriginal Language and Culture-Based Education (ALCBE) Directive completed in 2012-13

*Employment and Labour*

- Support NWT residents to obtain employment in oil and gas exploration projects in the Sahtu and Beaufort Delta regions. ECE is working with other GNWT departments to

coordinate planning and to respond to activity expected to begin in 2013-14. Department services are career and employment development counseling supports and short term training

## **PRIORITY 5: ENSURE A FAIR AND SUSTAINABLE HEALTH CARE SYSTEM**

### **Description**

Investing in prevention, education and awareness and early childhood development.

### **Major Program and Service Initiatives Planned for 2013-14**

#### ***Early Childhood Development***

- In collaboration with the Department of Health and Social Services (HSS), implement the new *Early Childhood Development Framework for Action*

#### ***K-12 Education***

- Research, review and continue development of a new NWT Health curriculum
- Implement the resource *Prevention to Collaboration Intervention: A Comprehensive Approach to Promoting and Supporting Student Mental Health* (2012) based on the Comprehensive School Health Model. This resource is being piloted in all NWT schools in September 2012 and will be fully implemented in September 2013



### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2013-14 Main Estimates	2012-13 Revised Estimates	2012-13 Main Estimates	2011-12 Actuals
Operations Expense				
Directorate and Administration	10,335	10,296	10,296	11,570
Education and Culture	194,510	193,357	192,575	190,959
Advanced Education	46,350	46,568	46,568	46,118
Income Security	41,564	39,668	39,668	40,473
Total Operations Expense	292,759	289,889	289,107	289,120
Revenues	9,598	9,598	9,598	10,367

#### HUMAN RESOURCE SUMMARY

	Proposed 2013-14	2012-13	2011-12	2010-11
Total Number of Employees	234	227	224	218

## Appendix I – Financial Information

### Operations Expense Summary

	2012-13 Main Estimates	PROPOSED ADJUSTMENTS					2013-14 Business Plans
		FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
	(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
<b>Directorate and Administration</b>							
Directorate and Administration	10,296	0	130	0	(115)	24	10,335
<b>Total Directorate and Administration</b>	<b>10,296</b>	<b>0</b>	<b>130</b>	<b>0</b>	<b>(115)</b>	<b>24</b>	<b>10,335</b>
<b>Education and Culture</b>							
Early Childhood Development Program	7,308	0	126	0	0	272	7,706
Instructional and Support Services	3,592	0	116	0	0	(162)	3,546
Aboriginal Language and Culture Education	8,308	52	(24)	0	0	(292)	8,044
Inclusive Schooling	26,987	177	(62)	0	0	(1,000)	26,102
Minority Language Education and Instruction	2,588	0	0	0	0	0	2,588
Education Operations and Development	2,244	0	0	0	0	0	2,244
NWTTA Professional Development Fund	1,620	296	0	0	0	0	1,916
Schools	123,936	1,334	(359)	0	0	(275)	124,636
Public Library Services	2,021	0	0	0	0	0	2,021
Culture and Heritage	6,519	0	214	0	(732)	(140)	5,861
Official Languages	7,452	0	0	0	0	2,394	9,846
<b>Total Education and Culture</b>	<b>192,575</b>	<b>1,859</b>	<b>11</b>	<b>0</b>	<b>(732)</b>	<b>797</b>	<b>194,510</b>
<b>Advanced Education</b>							
Adult and Postsecondary Education	37,510	0	447	0	(63)	(421)	37,473
Apprenticeship and Occupations	3,009	0	0	0	0	0	3,009
Career and Employment Development	3,284	0	287	0	0	(400)	3,171
Employment Standards	775	0	0	0	0	0	775
Management and Program Support	1,990	0	0	0	(68)	0	1,922
<b>Total Advanced Education</b>	<b>46,568</b>	<b>0</b>	<b>734</b>	<b>0</b>	<b>(131)</b>	<b>(821)</b>	<b>46,350</b>
<b>Income Security</b>							
Income Assistance Programs	27,330	0	0	0	0	0	27,330
Student Financial Assistance	12,338	0	768	0	1,128	0	14,234
<b>Total Income Security</b>	<b>39,668</b>	<b>0</b>	<b>768</b>	<b>0</b>	<b>1,128</b>	<b>0</b>	<b>41,564</b>
<b>TOTAL DEPARTMENT</b>	<b>289,107</b>	<b>1,859</b>	<b>1,643</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>292,759</b>

**Explanation of Proposed Adjustments to Operations Expense**

Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Directorate and Administration</b>						
	Information Requests - Residential School Claims and Litigation	0	114	0	(115)	0
	Early Childhood Development (ECD) -TSC Chargebacks	0	6	0		6
	Sahtu Oil and Gas Exploration Omnibus - TSC Chargeback	0	10	0	0	0
	Aboriginal Language Secretariat (ALS) - TSC Chargebacks	0	0	0	0	18
	<b>Total for Directorate and Administration</b>	<b>0</b>	<b>130</b>	<b>0</b>	<b>(115)</b>	<b>24</b>
<b>Education and Culture</b>						
	Early Childhood Development Program					
	Reallocation of Inclusive Schooling to ECD	0	0	0	0	994
	Child Day Care Inspection Coordinator	0	126	0	0	0
	Funding from Western Arctic Leadership Program to ECD	0	0	0	0	250
	Transfer of Language Nests to ALS	0	0	0	0	(972)
		0	126	0	0	272
	Instructional and Support Services					
	Western Northern Canadian Protocol Fees	0	116	0	0	0
	Transfer of Coordinator to ALS					(162)
		0	116	0	0	(162)
	Aboriginal Language and Culture Education					
	NWTTA/GNWT Collective Agreement 4 year period (Sept. 1, 2012 to July 31, 2016)	52	0	0	0	0
	School Contributions		(24)			
	Transfer Coordinator and O&M funding to ALS	0		0	0	(292)
		52	(24)	0	0	(292)
	Inclusive Schooling					
	NWTTA/GNWT Collective Agreement 4 year period (Sept. 1, 2012 to July 31, 2016)	177	0	0	0	0
	Reallocation of Funding to ECD	0	0	0	0	(1,000)
	School Contributions	0	(62)	0	0	0
		177	(62)	0	0	(1,000)
	NWTTA Professional Development Fund					
	NWTTA/GNWT Collective Agreement 4 year period (Sept. 1, 2012 to July 31, 2016)	296	0	0	0	0
		296	0	0	0	0
	Schools					
	NWTTA/GNWT Collective Agreement 4 year period (Sept. 1, 2012 to July 31, 2016)	1,334	0	0	0	0
	School Contributions	0	(359)	0	0	0
	Reallocation of Funding from Western Arctic Leadership Program to ECD and ALS	0	0	0	0	(275)
		1,334	(359)	0	0	(275)

Department of Education, Culture and Employment

Culture and Heritage					
Information Requests - Residential School Claims and Litigation	0	214	0	(212)	0
Prince of Wales Northern Heritage Centre Fire Repairs	0	0	0	(520)	0
Reallocation from Cultural Projects to ALS	0	0	0	0	(140)
	0	214	0	(732)	(140)
Official Languages					
Reallocation to ALS	0	0	0	0	2,394
	0	0	0	0	2,394
<b>Total for Education and Culture</b>	<b>1,859</b>	<b>11</b>	<b>0</b>	<b>(732)</b>	<b>797</b>
<b>Advanced Education</b>					
Adult and Postsecondary Education					
Aurora College - Real Estate Taxes	0	0	0	(63)	0
Aurora College - Leases and Professional Development	0	193	0	0	0
Aurora College - Maintenance and Utility	0	247	0	0	0
Thebacha Campus Family Residence	0	7	0	0	0
Transfer of Aboriginal Language and Cultural Instructor Program to ALS	0	0	0	0	(421)
	0	447	0	(63)	(421)
Career & Employment Development					
Sahtu Career Development Officer	0	136	0	0	0
Labour Market Training Coordinator	0	151	0	0	0
From Small Community Employment	0	0	0	0	(400)
	0	287	0	0	(400)
Management and Program Support					
Implementation of Financial Shared Services in the Beaufort-Delta	0	0	0	(68)	0
	0	0	0	(68)	0
<b>Total for Advanced Education</b>	<b>0</b>	<b>734</b>	<b>0</b>	<b>(131)</b>	<b>(821)</b>
<b>Income Security</b>					
Student Financial Assistance					
Student Financial Assistance Grants	0	768	0	0	
Changes to SFA (Offset by 2012 Canada Student Loan Fund Payment Increase)	0	0	0	1,128	0
	0	768	0	1,128	0
<b>Total for Income Security</b>	<b>0</b>	<b>768</b>	<b>0</b>	<b>1,128</b>	<b>0</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>	<b>1,859</b>	<b>1,643</b>	<b>0</b>	<b>150</b>	<b>0</b>

**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

	(thousands of dollars)	
Revenue Item	2012-13 Main Estimates	2013-14 Business Plans
(None)		

**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2012-14 Business Plan**

Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	(thousands of dollars)				2013-14 Business Plan
			Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Re-allocation	
<b>Education and Culture</b>							
Community Broadcasting Grants		52	0	0	0	0	52
Aboriginal Languages Broadcasting		170	0	0	0	0	170
Official Languages, Aboriginal		2,996	0	0	0	421	3,417
Official Languages, French		350	0	0	0	0	350
Minority-Language Education and Second-Language Instruction: French		2,401	0	0	0	0	2,401
Education Authority Contributions		150,333	1,118	0	0	(1,275)	150,176
NWTTA Professional Development Fund		1,620	296	0	0	0	1,916
Aboriginal Language Nest		-	0	0	0	972	972
Early Childhood Program		4,040	0	0	0	(422)	3,618
Healthy Children Initiative		2,110	0	0	0	0	2,110
Community Library Services		763	0	0	0	0	763
Cultural Organizations		554	0	0	0	0	554
Cultural Projects		176	0	0	0	(140)	36
Heritage Centres		491	0	0	0	0	491
NWT Arts Council		500	0	0	0	0	500
Support to Northern Performers		181	0	0	0	0	181
New Northern Arts Programs		250	0	0	0	0	250
Cultural Component of Sports Events		50	0	0	0	0	50
<b>Total for Education and Culture</b>		<b>167,037</b>	<b>1,414</b>	<b>0</b>	<b>0</b>	<b>(444)</b>	<b>168,007</b>
<b>Advanced Education</b>							
Literacy Funding		1,996	0	0	0	0	1,996
College Contributions		31,148	447	0	(63)	(421)	31,111
Community Skills for Work		650	0	0	0	0	650
Small Community Employment		339	0	0	0	(179)	160
<b>Total for Advanced Education</b>		<b>34,133</b>	<b>447</b>	<b>0</b>	<b>(63)</b>	<b>(600)</b>	<b>33,917</b>
<b>Income Security</b>							
Student Grants		9,240	768	0	1,128	0	11,136
<b>Total for Income Security</b>		<b>9,240</b>	<b>768</b>	<b>0</b>	<b>1,128</b>	<b>0</b>	<b>11,136</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>210,410</b>	<b>2,629</b>	<b>0</b>	<b>1,065</b>	<b>(1,044)</b>	<b>213,060</b>

## Appendix II – Human Resources Reconciliation

### Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan

	Number of Positions	Location	Total
<b>2012-2013 Main Estimates</b>	227	-	227
<b>Forced Growth:</b>			
Information Requests - Residential School Claims and Litigation	3	Yellowknife	3
Child Day Care Inspection Coordinator	1	Yellowknife	1
Sahtu Career Development Officer	1	Norman Wells	1
Labour Market Training Coordinator	1	Norman Wells	1
<b>Sunsets and Other Approved Adjustments:</b>			
Information Requests - Residential School Claims and Litigation	(3)	Yellowknife	(3)
<b>Internal Reallocation of Resources:</b>			
Associate Director, Early Childhood Programs	1	Yellowknife	1
Regional Aboriginal Language Coordinator - Deline	1	Deline	1
Regional Aboriginal Language Coordinator - Fort McPherson	1	Fort McPherson	1
Regional Aboriginal Language Coordinator - Fort Providence	1	Fort Providence	1
<b>Total Proposed Positions 2013-14 Business Plan</b>	234		234
<b>Increase (Decrease)</b>	7		7

## Appendix III – Infrastructure Investments

### Planned Activities – 2013-14

Fort Smith	P W Kaeser High School Industrial Arts – Design and Construction
Inuvik	Sir Alexander Mackenzie and Samuel Hearne Secondary School Replacement – Demolition and Construction Warranty
Yellowknife	PWNHC Gallery Development – Design and Construction
Yellowknife	PWNHC Technical Upgrades, Removal of Existing Asbestos – Design and Construction
Yellowknife	ECE Office, Minor Renovations – Design and 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 Development in various communities
Various	Investments for High School Career and Technology Studies in various communities
Various	Investments for daycare facilities in various communities



# **ENVIRONMENT AND NATURAL RESOURCES**



## **1. DEPARTMENT 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.

## **OPERATING ENVIRONMENT**

Issues having direct and substantial impacts on the Department of Environment and Natural Resources' programs and services:

### ***Climate Change***

Climate change is an overarching environmental reality that defines environmental, economic and political challenges facing governments, communities and residents. Climate change impacts forest growth and regeneration, wildland fire cycles, wildlife habitat, wildlife migration patterns, and water tables. ENR must modify its resource management practices to adapt to the impacts of climate change. ENR must develop strategies to respond to observed or predicted effects such as permafrost degradation, advancement of alien species, and modified wildland fire cycles.

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

Recovery strategies for species at risk in the NWT require the management of wildlife populations and the landscape upon which they rely.

The legal requirement to protect critical habitat for nationally endangered and threatened species has implications for public infrastructure, economic development, land claim and self-government negotiations and wildland fire management in the NWT. Implementation of the national Boreal Caribou 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 2013-14, ENR is obligated to develop and implement Action Plans for National Recovery Strategies for boreal caribou, wood bison, Peary caribou and 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 or recover from previous declines. However, herd numbers remain low and monitoring and management actions are still required to promote recovery and long-term sustainability. Successful implementation of the 2011-2015 NWT Barren-ground Caribou Management Strategy will require working with communities, Aboriginal governments and other partners.

### ***Oil and Gas Development***

Expansion of oil and gas activity, most recently in the Sahtu Region, will be a major driver of landscape change in the NWT. ENR and other regulatory agencies will have increased information requirements to help maintain sustainable economic opportunities for the forest resource and to mitigate potential effects on wildlife populations. ENR, in collaboration with territorial, federal, aboriginal and industry partners will need to develop partnerships to obtain this information and to develop best practices, guidelines and regulations for oil and gas exploration and development activities.

### ***Hydraulic Fracturing***

Development of unconventional oil and gas reserves in the NWT may be viable through the use of techniques such as horizontal drilling and hydraulic fracturing. Applications or permits to use such techniques in the Sahtu and Dehcho regions are expected to be filed within the next year. Residents want the NWT regulatory system to consider concerns about groundwater and surface water, water use, additives used and land disturbances when reviewing these permits. ENR will need to continue to work with other GNWT Departments, regulatory agencies and others to ensure strategies and actions are in place to address environmental and human health concerns related to the use of unconventional hydraulic fracturing techniques in the NWT, while promoting economic opportunities.

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

All season highway construction in the NWT must go through the regulatory approval process, including environmental assessment (EA) reviews. The EA for the Inuvik to Tuktoyaktuk all season road will be completed in early 2013. ENR continues long-term wildlife effects monitoring and provides wildlife management advice to the Department of Transportation to help minimize impacts to key wildlife species. Planning, design, EA and operational advice will also be required for the anticipated Mackenzie Valley Highway.

### ***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. Wildland Fire 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.

Land-based and water skimmer air tankers are used to respond to wildland fires in the NWT. As these aircraft age, maintenance requirements increase. As well aviation fuel must be placed in strategic locations. An Aviation Fleet Review that builds on previous studies on the serviceability of the current CL-215 fleet is underway. This work will inform future wildland fire management options.

### ***Sustainable Forest Economies***

A viable forest industry requires sustained access to timber, biomass, and non-timber forest resources. ENR works with Aboriginal governments and communities to support sustainable forest economies through forest resource inventories; community capacity development through training and technical support; forest management planning; and, other specialized services. Forest Management Agreements offer opportunities to manage community or traditional forest resources in a locally beneficial way. Development of a woody biomass industry supports green energy objectives. These matters can also be addressed in Forest Management Agreements.

A partnership with CanNor (Canadian Northern Economic Development Agency) is providing additional funding in the order of \$1.0 million to develop a work plan for NWT forest industry development.

***Protecting Territorial Waters***

Ensuring NWT waters remain clean, abundant and productive for all time is a priority for the people of the NWT. Communities are concerned about water quality, water quantity and traditional harvests of wildlife and fish. As the Mackenzie River Basin extends over most of the continental portion of the NWT, integrated watershed management is of primary concern. NWT interests extend into upstream development including oil sands and hydro development. Implementation of the NWT Water Stewardship Strategy and Action Plan is crucial to partnership efforts to steward NWT water resources. ENR's contributions focus on community source-water protection plans, community-based water monitoring programs and transboundary water management agreements.

***Devolution, including 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. ENR needs to assess and provide recommendations whether operating sites identified by Canada for transfer to the GNWT meet certain conditions established in the Devolution AIP including reviewing the amount of posting security.

ENR continues to support negotiations and implementation towards the devolution final agreement in matters related to human resources and organizational design, regulatory issues relating to land and water, land administration and how this relates to land management and protection, waste site delineation and information systems.

***Giant Mine***

Remediation of the Giant Mine site poses the greatest waste site 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. Issues arising during the Project's Environmental Assessment related to health, municipal plans, highways or wildlife will have a direct and substantial impact on ENR's programs and services.

***Land Management, Conservation and Protection***

The resource rich NWT is posed for considerable oil, gas and mineral development that must be managed in a way that sustains the environment. An integrated system of land and water management in the NWT will be critical to attaining both economic and environmental goals. Environmental, social, cultural and economic interests will need to be addressed through a NWT Land Use and Sustainability Framework, regional land use and protected areas planning initiatives, environmental impact assessment and cumulative effects management.

The NWT Protected Areas Strategy and Establishment Action Plan (2010-2015) are key to conserving a network of healthy landscapes. Ongoing ENR support for the Secretariat function and leadership in development of an Ecological Representation Network Plan will help ensure NWT biodiversity and ecosystems are conserved.

## **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.

## **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 coordinating 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.

### **Performance Measures**

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

Protecting territorial waters is a strong priority for the people of the Northwest Territories. This means that water management decisions must be made in a way that considers what happens throughout basins or watersheds. Improvements are made as multiple jurisdictions discuss a more integrated approach to knowledge and decision-making from regional to national scales. One way to measure this interaction and collective dialogue is tracking inter-jurisdictional meetings on water initiatives. Regionally, work has focused on increasing understandings and process related to the Mackenzie River Basin's transboundary water management since much of the NWT's water resources are influenced by decisions made on upstream activity in British Columbia, Alberta and the Yukon. Rapid and extensive development of oil sands in Alberta's Lower 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. Nationally, ENR contributes to and learns from federal-provincial-territorial dialogue sharing experiences and agreeing upon approaches to decision making related to water stewardship. The two primary venues for this dialogue are the Council of Federation Water Stewardship Council and the Canadian Council of Ministers of the Environment water committees.

<b>Year</b>	<b>Number of meetings</b>
2010/2011	6
2011/2012	16

In 2011/12, a total of 16 interagency face-to-face meetings took place to forward collective interests; each effort was supported by considerable teleconferences and working group activity. Interagency meetings included:

- Council of the Federation - Water Charter (2)
- Peace-Athabasca Delta Environmental Monitoring Program (3)
- Canadian Council of Ministers of the Environment
  - Canada Wide Strategy for the Management of Municipal Wastewater Effluent (3)
  - Water Management Council (2)
- Transboundary Waters
  - Mackenzie River Basin Board (1)
  - Bilateral Agreement Discussions with Alberta (4)
  - Multilateral Discussions with Alberta, British Columbia, and Saskatchewan (1)

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

Water stewardship engagement activities are an essential means to ensure sustainable water resources management in the NWT.

<b>Year</b>	<b>Number of Engagement Activities</b>
2010/2011	25
2011/2012	35

In 2011/12, 35 activities were undertaken within regions to promote water stewardship. These activities included engagement on the Water Strategy as a whole, preparation for transboundary water management agreements, community-based monitoring workshops and monitoring events, source water protection workshops, and the Wilfrid Laurier Partnership meetings.

- Water Strategy engagement
  - Assemblies (3)
  - Other meetings within and outside NWT (20)
- Transboundary preparation
  - Traditional and local knowledge workshops (3)
- Community-based monitoring

*Environment and Natural Resources*

- Slave River and Delta Partnership (state of the knowledge workshop, vulnerability assessment workshop, etc.) (3)
- Community fish health monitoring (3)
- Source water protection (2)
- Wilfrid Laurier partnership (1)

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

Regional land use plans specify which land use activities are allowed in a given area, and provide guidance on how development should occur. A land use plan becomes legally binding once approved by all three signing parties. Regional land use plans are a key component of the integrated system of land and water under the MVRMA and are integral to land claim implementation in the Sahtu and Gwich'in regions and to land claim negotiation in the Dehcho region.

To date, the Gwich'in Land Use Plan (2003) is the only approved regional land use plan. It is currently undergoing a five-year review, which is expected to be completed in 2012. The Sahtu Land Use Plan is currently being developed and is also expected to be completed in 2012. The Dehcho Land Use Planning Committee has been developing an interim Dehcho Land Use Plan.

**Measure 4 – Number of NWT PAS sites advanced through PAS stepped process**

Protected areas are a key component for responsible land and resource stewardship by conserving biodiversity, ecological process and special natural and cultural values. ENR recognizes the importance of protected areas and works together with other partners, including communities, the federal government, environmental non-governmental organizations and industry, in the NWT PAS to establish protected areas across the NWT.

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>	<b>2011-2012</b>
Number of sites				
Steps 1-2	13	10	9	0
Step 3	4	2	1	2
Step 4	4	1	3	0
Steps 5-8	1	5	5	7
Established	0	1	1	1
<b>Total</b>	<b>22</b>	<b>19</b>	<b>19</b>	<b>10</b>

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

Measuring the amount of established protection in each ecoregion is a simple way to indicate which ecoregions are likely to have good ecological representation and which ecoregions have low ecological representation.

Ecological representation is a conservation science method used in protected areas planning to help protect biodiversity and is achieved by having core protected areas with representative habitats that can maintain ecological integrity. The underlying assumption is that if a sample of all habitats is protected, the majority of all species should be captured without having to target species individually.

In total there are 42 ecoregions in the NWT that have varying degrees of representation by established protected areas.

The proportion of each ecoregion protected is classified into 5 broad categories (> 75% of ecoregion protected, 50 to 75%, 25 to 50%, 5 to 25% and < 5% protected) and the number of ecoregions in each category is counted.

<b>Number of ecoregions protected</b>				
<b>Percent of eco-region protected</b>	<b>2008-2009</b>	<b>2009-2010</b>	<b>2010-2011</b>	<b>2011-2012</b>
> 75 %	3	4	4	4
50 to 75 %	1	2	2	2
20 to 50 %	5	5	5	5
5 to 25 %	5	8	8	8
< 5 %	28	23	23	23

**Measure 6 - Number of regulatory application reviews coordinated within ENR**

EAM coordinated the submission of technical comments and recommendations from ENR divisional and regional staff to resource management boards and agencies on 251 applications. These applications were for water licenses and land use permits throughout the territory as well as leases on Commissioner’s Lands and Crown Land.

<b>Regulatory Applications</b>						
	<b>2007-08</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>5 year Average</b>
Water Licenses	29	3	39	32	36	28
Land Use Permits (Mackenzie Valley)	93	56	66	64	65	69
Leases	40	132	51	65	73	72
Other Screenings (Inuvialuit Region)	31	39	55	62	77	53
<b>TOTAL</b>	<b>193</b>	<b>230</b>	<b>211</b>	<b>223</b>	<b>251</b>	<b>222</b>

**Measure 7 – Number of environmental impact assessments coordinated**

Coordination is required for each phase of an environmental impact assessment and includes many internal GNWT meetings, meetings with proponents, training and communication, information requests development and collation (of GNWT departmental materials), technical report development, preparation for technical sessions and public hearings as well as representing and coordinating the GNWT during the Report of Environmental Assessment decision phase.

<b>Environmental Impact Assessments</b>					
<b>Year</b>	<b>New EAs</b>	<b>Completed EAs</b>	<b>Withdrawn EAs</b>	<b>Outstanding EAs</b>	<b>Activity (New and Completed)</b>
<b>2007-08</b>	6	2	1	10	8
<b>2008-09</b>	6	2	-	14	8
<b>2009-10</b>	1	3	5	7	4
<b>2010-11</b>	2	1	-	8	3
<b>2011-12</b>	-	2	-	6	2
<b>2012-13*</b>	Currently 4 Active EAs & 1 EIR & 2 completed EAs Waiting Minister's Decision				

\*There is also 1 EA occurring in the ISR, and 1 in BC that ENR is involved in.

\* Note: the number of EAs does not reflect the complexity or size of a project under review. Each EA has unique situations and must be considered on a case-by-case basis to determine the work load associated with the review.

## 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, hazardous waste management, and air quality. The priorities of Environmental Protection are mandated through two key pieces of legislation: the *Environmental Protection Act*, and the *Pesticide Act*.

The Waste Reduction and Management section works to prevent and reduce the impact of human activities on the natural environment by developing, implementing, and administering programs and policies in solid waste management, waste prevention, reduction, reuse and recycling. The priorities of this section are mandated under the *Environmental Protection Act* and the *Waste Reduction and Recovery Act*.

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.

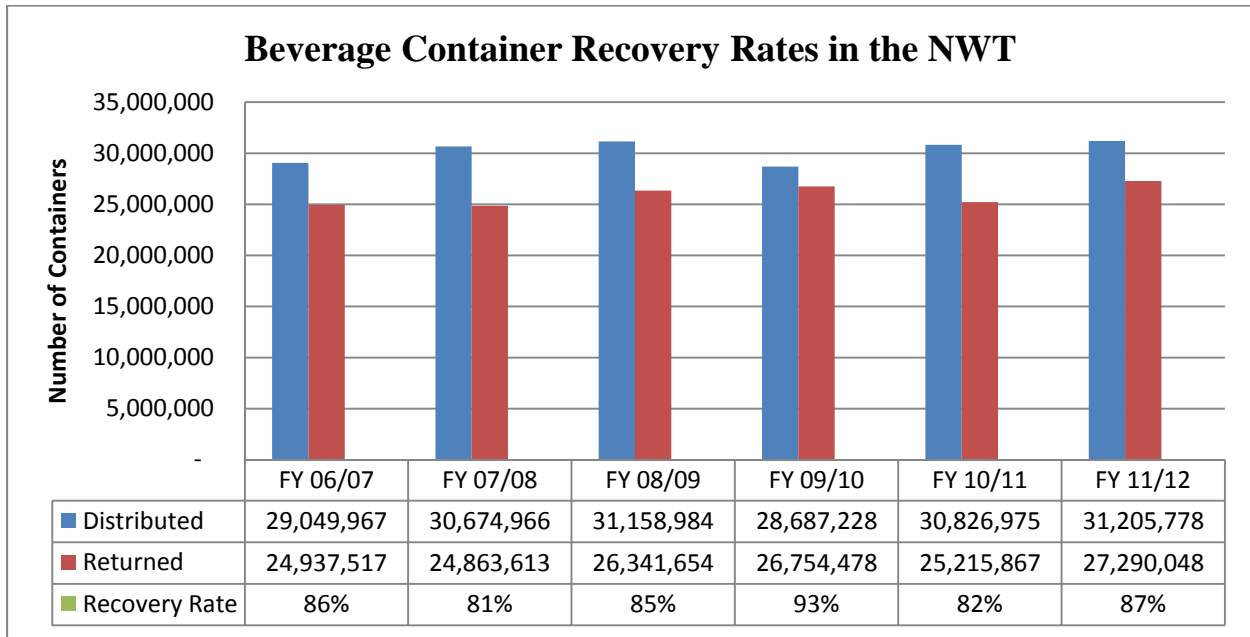
The Environment Division has the lead on the implementation of the GNWT Science Agenda. The Senior Science Advisor provides expertise, leadership, and vision across the GNWT as a champion for excellence in scholarship and research. The Advisor is responsible for promoting collaborative research priorities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

### Performance Measures

#### **Measure 1 – Annual Recovery Rate of Beverage Containers**

The Beverage Container Program (BCP) was implemented on November 1, 2005. To date, approximately 162 million beverage containers have been returned in the NWT. Each year, the BCP tracks the number of containers distributed, and the number of containers returned to depots in order to calculate the annual recovery rate of beverage containers. ENR uses the recovery rate to track the overall performance and success of the BCP.

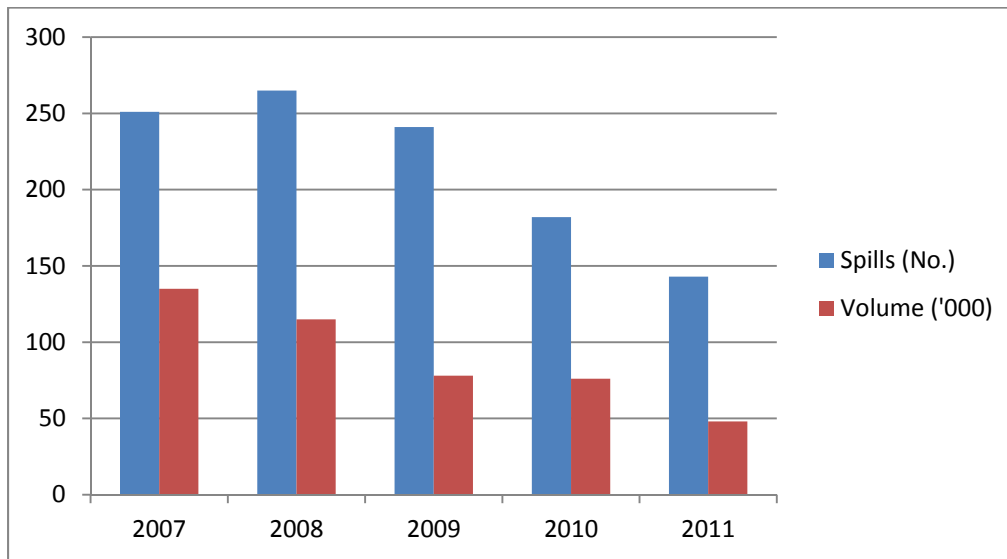
Preliminary numbers indicate that from April 1, 2011, to March 31, 2012, approximately 31.2 million containers were distributed and 27.2 million containers were returned to NWT depots. The rate of recovery for the fiscal year 2011-12 was approximately 87 percent.



**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 2011 report that the mining and oil and gas sectors experienced a slight increase in spills. This may be due to increased resource exploration. There is a general decrease in the number of spills reported from residential-sized steel oil tanks (1,135 litres). This may be partially a result of the distribution and use of ENR’s Homeowner’s Guide to Oil Tanks. The Guide provides homeowners with some simple, practical steps that can minimize the chances of an oil spill.

Number and Volume of Hydrocarbon Spills in the NWT 2007-11



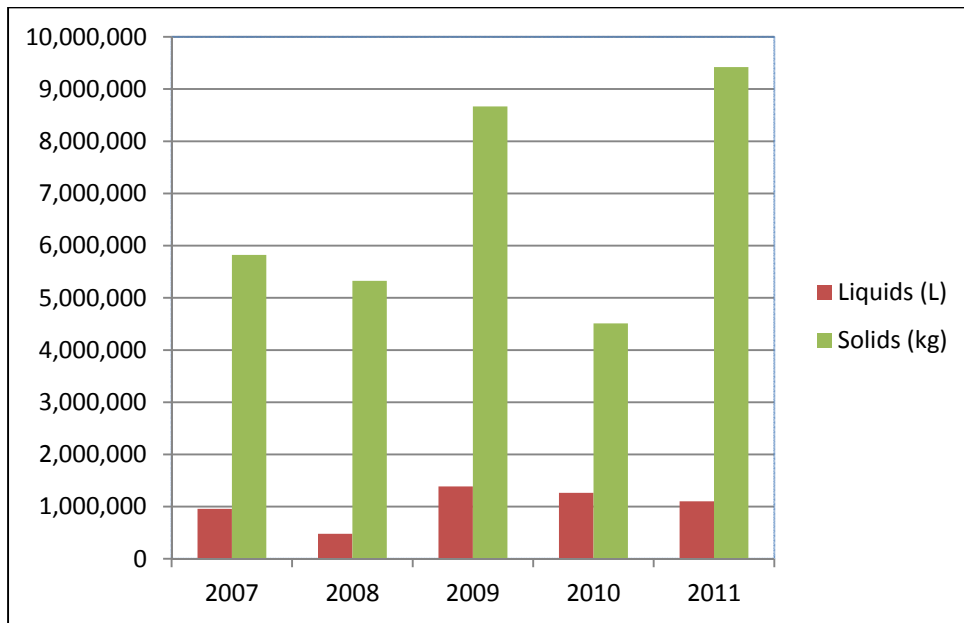
**Measure 3 –Hazardous wastes consignments in the NWT**

The amount of hazardous waste generated, and information about where it is disposed of, is tracked to ensure that hazardous waste has been disposed of at appropriately registered receiving facilities. This is done in accordance with the Guideline for the General Management of Hazardous Waste in the NWT.

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.

Hazardous Waste Consignments in the NWT			
Year	Liquids (L)	Solids (kg)	Consignments recorded by ENR
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	1120
2011	1,100,897	9,421,665	1392

### Hazardous Waste Consignments in the NWT



#### **Contaminated Soil**

A large percentage of hazardous solids generated are hydrocarbon contaminated soils from spills related to petroleum products. In 2011, there were 8,979,804 kg of hydrocarbon contaminated soil generated that were consigned to registered receiving facilities. This amount does not include two exceptionally large shipments of contaminated soil from Shell’s Inupkat sump remediation in the Beaufort Delta (est. 6,400,000 kg), as well as Enbridge’s remediation of the Willow Lake River pipeline spill (est.900,000 kg).



**Measure 4 - Efficiency of Air Quality Monitoring (AQM) Network**

ENR has been working with Informatics over the last year to upgrade the data collection and data management systems used across the AQM network. This has successfully brought the NWT up to the highest equipment standard in National Air Pollution Surveillance (NAPS) network. This allows ENR to remotely access diagnostic information from the stations and perform select functions, which previously required a person on the ground to conduct. ENR continues to seek methods to overcome the limitations of remote operations, optimize the network operation and reduce instrument down time, thereby creating a fuller data set for government, researchers, industry, and the public alike. The data capture for the GNWT's air quality monitoring stations, including the NAPS and the Canadian Air and Precipitation Monitoring Network (CAPMoN) station at Snare Rapids, are presented in the table below.

<b>Region</b>	<b>Station</b>	<b>Partner</b>	<b>Monitoring Type</b>	<b>Number of Instruments</b>	<b>2011 Average Overall Operating Efficiency</b>
North Slave	Yellowknife	EC - NAPS	Ambient Air	6	96.3 %
	Snare Rapids	EC – CAPMoN, NTPC	Deposition	2	79 %
Inuvik	Inuvik	EC - NAPS	Ambient Air	6	89.6 %
Deh Cho	Fort Liard	-	Ambient Air	6	69.2 %
Sahtu	Norman Wells	-	Ambient Air	6	95.0 %

**Measure 5 – Level of participation in energy conservation and alternative technology programs**

Contribution funds are available to residents, communities, businesses and Aboriginal governments to facilitate projects that reduce dependence on fossil fuels in the NWT. As a general rule, ENR strives to provide a level of funding to proponents that result in a simple payback through energy savings within five years. The following table shows the number of projects funded over the last five years and the results in terms of annual savings and greenhouse gas emission reductions.

	2007-08	2008-09	2009-10	2010-11	2011-12
<b>Alternative Energy Technology Program</b>					
Projects funded	14	14	9	16	31
Funding provided	\$121,436	\$95,161	\$73,661	\$324,000	\$445,925
Number of installed kilowatts	6.5	13.4	6.12	37.93	68.95
Estimated annual savings	\$23,849	\$58,531	\$11,107	\$112,352	\$208,572
<b>Energy Conservation Program</b>					
Projects funded	3	9	8	8	8
Funding provided	\$69,800	\$124,662	\$110,279	\$138,000	\$112,000
Estimated annual CO <sub>2</sub> reduction (tonnes)	89	130	250	73	130
Estimated annual savings	\$31,760	\$66,739	\$52,925	\$35,727	\$61,150
<b>Energy Efficiency Incentive Program</b>					
Rebates provided	547	764	813	882	1,253
Funding provided*	\$165,550	\$262,150	\$264,401	\$345,380	\$340,000
Estimated annual CO <sub>2</sub> reduction (tonnes)	938	1,869	1,840	2,080	2,947
Estimated annual savings	\$228,223	\$551,191	\$676,681	\$771,041	\$1,095,367

\*EEIP - total funding provided does not include the total program costs. The total program costs include workshops, education and administration by the Arctic Energy Alliance.

## **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.

Sustainable forest management includes collaboration with Wildlife and Land and Water and Environment Divisions on issues of climate change, biomass energy and Greenhouse Gas Strategy support, biodiversity and critical wildlife management concerns and decision processes of management planning at the landscape level.

Development of sustainable community forest economies is supported with appropriate consideration of the sustainable management of forest resources, community interests and aspirations, and recognizing the need for forest-based development that not only builds economic stability within communities, but is also culturally acceptable. Access to forest resources in the NWT recognizes Aboriginal rights and interests and is influenced by Interim Measures Agreements, Comprehensive Land Claim Agreements.

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. Working in collaboration with the Wildlife Division, forest management assesses forest landscapes, natural disturbance patterns and current wildfire activity to develop and implement wildland fire management plans which recognize the ecological role of fire on the landscape while endeavouring to limit catastrophic levels of impacts on natural areas. Developing an increased capacity of individuals, communities, industry and others to take responsibility for reducing fire hazards and forest fires is also a priority.

### **Performance Measures**

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

Forest Resource Inventories are essential for a variety of sustainable management initiatives. Forest inventory information provides essential information on the state of our forest resources, including quantity, types, age, growth and succession. The information is used for identifying potential biomass energy supplies, assessing the impacts of oil and gas activities, landscape planning, climate change modeling, identifying wildlife habitat and special ecological places, managing wildland fire risk, and modeling the value of forests as carbon sinks.

Inventories support sustainable forest resource planning for community interests such as woody biomass supply, community forest industries, and community cultural, social and ecological

objectives. Forest inventory information aids communities and governments in monitoring cumulative effects, minimizing environmental impacts and maintaining healthy ecosystems.

In 2011-2012, 1.8 million hectares in the South Slave Region was assessed to create sustainable estimates for biomass harvest.

A 750,000 hectare area from Chan Lake through Whati had aerial photography, digital elevation modelling and orthophotos (an aerial photograph geometrically corrected) construction completed in 2011-2012. Detailed vegetation inventory interpretation is the next step in creating a new vegetation inventory for this area.

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

Proactively identifying and mitigating wildland fire risk in NWT communities improves public safety and helps protect infrastructure, valuable natural resources, and may reduce economic impact from wildland fire. Management of wildland fire risk in community areas is a shared responsibility of property owners, community governments, the Department of Municipal and Community Affairs (MACA) and ENR.

Community wildland fire protection plans (CWFPPs), reflecting FireSmart principles, identify and recommend mitigation measures addressing community wildland fire risk. The plans provide guidance to community governments and MACA on mitigation opportunities in those communities. In 2011-2012, ENR completed CWFPPs for all NWT communities at risk below the treeline.

The next steps in the community hazard and risk mitigation process is the coordination of work plans addressing community, MACA and ENR roles and responsibilities in achieving community risk management objectives.

**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. In the past decade, ENR has reduced the average number of wildland fires actioned from 70 percent to approximately 50 percent.

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. Landscape level wildland fire decisions

reflect community land and resource management objectives and interests (where information is available), and the ecological role of fire on the landscape while recognizing that catastrophic levels of fire may not be ecologically appropriate.

207 wildland fires were reported in the 2011 fire season. 80 fires received action and 127 fires were monitored for possible effects on values-at-risk. 171 fires were lightning caused, 25 fires were person-caused, one fire originated from a coal seam, 6 were of unknown origin, and 4 arose from other causes. Three fires presented challenges to communities requiring proactive evacuation of citizens at risk (Deline in June, Fort Smith – Charles Lake fire in June, Edzo in September). Two fire areas were managed under policy guidelines for landscape objectives, Highway 3 north of Fort Providence and the Snowdrift river area.

#### **Measure 4 – Execution of Forest Management Agreements with Aboriginal governments**

The development of Forest Management Agreements (FMAs) with Aboriginal governments will support the orderly development of a sustainable forest industry in the north.

The sustainable management of northern forest resources, including the advancement of social, cultural and economic objectives for northern communities, remains a core principle of natural resources management in the NWT.

The GNWT wishes to promote tangible benefits from forests to communities, through economic investment opportunities in the forest industry while maintaining and enhancing environmental stewardship and ecological sustainability of forest resources in the NWT. ENR is pursuing the development and implementation of forest management agreements which reflect northern conditions, northern aspirations and the rights and interests of Aboriginal peoples, and which support sustainable community forest economies for the benefit of community citizens.

Currently no FMAs are in place. ENR targets one FMA to be in place by end of fiscal year 2013/14.

## 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. Wildlife also coordinates 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.

### Performance Measures

#### **Measure 1 – Documents outlining how Wildlife monitors and manages wildlife and wildlife habitat in the NWT**

The release of public documents relating to biodiversity and species at risk conservation, data management, conservation education, public information, and wildlife legislation improves the Department's service delivery and accountability. These documents provide essential information to help maintain the integrity and biological diversity of wildlife and natural ecosystems by encouraging the public stewardship of wildlife resources.

The following documents were completed in 2011-12:

- Sport Fishing Regulations Guide
- Hunting Regulations Summary
- Species at Risk in the NWT 2012 edition booklet
- State of the Environment – 2011 Highlight Report
- NWT Species 2011-2015: General Status Ranks of Wild Species in the NWT
- Annual Report of Wildlife Research Permits (2008 and 2009)
- Two ENR manuscript reports
- 2011-2015 Barren-ground Caribou Management Strategy for the Northwest Territories
- Implementation Plan for the Revised Joint Proposal on Caribou Management Actions in

Wek'eezhii

- Northern land use guidelines: Northwest Territories Seismic Operations
- NWT Species at Risk website ([www.nwt-speciesatrisk.ca](http://www.nwt-speciesatrisk.ca)) launched
- Understanding the *Species at Risk (NWT) Act* booklet

**Measure 2 – Wildlife research and monitoring programs (includes workshops or conferences where information about programs is discussed and exchanged)**

Ongoing monitoring programs are necessary to establish the status of various species in the NWT (e.g., size, distribution, trend, etc.). This information is used to determine if and what type of management actions are needed to ensure a given population is available for current and future generations (e.g., harvest management actions, etc.).

Research programs address specific program needs and are typically done in collaboration with industry and/or university partners. Research helps us understand the factors that drive the status of a given population and if and how any negative factors can be mitigated (i.e., why a given population may be increasing or decreasing).

Conferences and workshops are a way of bringing partners together to discuss wildlife issues, including new ways of monitoring, how to address given management concerns, and if there is a need for new or additional research and monitoring work. Partners include governments (federal, territorial/provincial, and Aboriginal), academia, and industry.

The following table describes the wildlife surveys completed by regional and headquarters staff from 2009 to March 2012.

Description	2009/10 surveys		2010/11 surveys		2011/12 surveys	
	#	Location	#	Location	#	Location
<b>Barren-ground Caribou</b>						
Calf survival	5	Inuvik, Sahtu, North Slave, South Slave (Cape Bathurst, Bluenose-West, Bluenose-East, Bathurst and Beverly/Ahiak herd)	6	Inuvik, Sahtu, North Slave, South Slave (Tuktoyaktuk Peninsula, Cape Bathurst, Bluenose-West, Bluenose-East, Bathurst and Beverly/Ahiak herd)	6	Inuvik, Sahtu, North Slave, South Slave (Tuktoyaktuk Peninsula, Cape Bathurst, Bluenose-West, Bluenose-East, Bathurst and Beverly/Ahiak herd)
Update population size (calving or post calving ground surveys)	4	Nunavut and Inuvik (Tuktoyaktuk Peninsula, Cape Bathurst, Bluenose-West, Bathurst)	2	Nunavut (Bluenose-East - both calving and post calving ground survey completed to verify methods)	1	Nunavut (Beverly/Ahiak)

*Environment and Natural Resources*

Description	2009/10 surveys		2010/11 surveys		2011/12 surveys	
	#	Location	#	Location	#	Location
Assess summer insect abundance and effect on caribou behaviour (July and August 2009)	2	Tundra north of Yellowknife, North Slave	n/a - study completed in 2009			
Determine fall sex ratios	3	Inuvik, North Slave, South Slave, and Nunavut (Bluenose-West, Bathurst and Beverly/Ahiak)	0		2	North Slave, South Slave, and Nunavut (Bathurst and Beverly/Ahiak)
Conduct calving ground distribution survey	2	North Slave and Nunavut (Bathurst and Beverly/Ahiak)	2	North Slave, South Slave (Bathurst and Beverly/Ahiak)	2	North Slave, South Slave (Bathurst and Beverly/Ahiak)
Ongoing monitoring of movements via collars	n/a	Inuvik, Sahtu, North Slave, South Slave (Tuktoyaktuk Peninsula, Cape Bathurst, Bluenose-West, Bluenose-East, Bathurst and Beverly/Ahiak herd)	n/a	Inuvik, Sahtu, North Slave, South Slave (Tuktoyaktuk Peninsula, Cape Bathurst, Bluenose-West, Bluenose-East, Bathurst and Beverly/Ahiak herd)	n/a	Inuvik, Sahtu, North Slave, South Slave (Tuktoyaktuk Peninsula, Cape Bathurst, Bluenose-West, Bluenose-East, Bathurst and Beverly/Ahiak herd)
Ongoing harvest monitoring via checkstations	n/a	Inuvik, North Slave (Porcupine, Bathurst)	n/a	Inuvik, North Slave (Porcupine, Bathurst)	n/a	Inuvik, Sahtu, North Slave, South Slave (Porcupine, Bluenose-West, Bluenose-East, Bathurst and Beverly/Ahiak herd)
<b>Bats</b>						
Monitoring for distribution, White Nose Syndrome, identification of hibernaculum	n/a	South Slave	1	South Slave	1	South Slave
<b>Black Bears</b>						
Carcass collection of nuisance bears - information on condition and growth	n/a	Dehcho	n/a	Dehcho	n/a	Dehcho



Description	2009/10 surveys		2010/11 surveys		2011/12 surveys	
	#	Location	#	Location	#	Location
<b>Dall's Sheep</b>						
Monitor productivity and recruitment	1	Mackenzie Mountains, Sahtu	1	Mackenzie Mountains, Sahtu	1	Mackenzie Mountains, Sahtu
Update population size	0		1	Richardson's Mountains, Inuvik	0	
<b>Ecoregion Mapping</b>						
Conduct surveys to ground truth soils, landform and vegetation for reclassification of five ecozones	1	Southern Arctic - Inuvik, Sahtu, North Slave	1	High Arctic (1st field season) - Inuvik	1	High Arctic (2nd field season) - 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	1	Bliss Lake, North Slave
Conduct a muskrat push-up survey	0		1	Ejje Túé Ndáde Candidate Protected Area, South Slave; Dehcho	0	
<b>Grizzly Bears</b>						
Ongoing harvest monitoring	n/a	Inuvik	n/a	Inuvik	n/a	Inuvik
Electric fence program	n/a	Inuvik	n/a	Inuvik	n/a	Inuvik
<b>Invasive Species</b>						
Baseline monitoring	0		0		1	Dehcho
<b>Moose</b>						
Determine number and productivity of moose	2	Hay River (including Ejje Túé Ndáde Candidate Protected Area), South Slave; Dehcho	3	Dehcho; Gwich'in Settlement Area (GSA) and Inuvialuit Settlement Region (ISR), Inuvik	2	Dehcho, South Slave
<b>Mountain Goat</b>						
Determine number and distribution	0		0		1	Dehcho

Environment and Natural Resources

Description	2009/10 surveys		2010/11 surveys		2011/12 surveys	
	#	Location	#	Location	#	Location
<b>Muskox</b>						
Determine number and productivity of muskox and assess trend in relation to previous surveys	1	East of Lutsel'ke, North Slave Region	2	Banks and Northwest Victoria Island, Inuvik	1	South Slave
Ongoing monitoring of survival and movements via collars	n/a	Sahtu	n/a	Sahtu	n/a	Sahtu
<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	1	South Slave
<b>Peary Caribou</b>						
Population survey	1	Northwest Victoria Island, Inuvik	0		0	
<b>Peregrine Falcons</b>						
North American Peregrine Falcon Survey (once every 5 years)	0		2	North Slave, Dehcho, Sahtu, Inuvik	next survey in 2015	
<b>Polar Bears</b>						
Subpopulation updates	0		0		1	Inuvik - pilot aerial survey (Southern Beaufort Sea subpopulation)
Ongoing harvest monitoring	n/a	Inuvik	n/a	Inuvik	n/a	Inuvik
Traditional knowledge study	1	ISR, Inuvik	1	ISR< Inuvik	ISR, Inuvik	Inuvik
<b>Rare species</b>						
Distribution and abundance	0		0		1	Inuvik (for <i>Braya pilosa</i> )

Description	2009/10 surveys		2010/11 surveys		2011/12 surveys	
	#	Location	#	Location	#	Location
<b>Small mammals (e.g., mice, voles, and lemmings)</b>						
Conduct live and snap trapping to monitor trend in populations throughout NWT	14	Inuvik, Sahtu, Dehcho, North Slave, South Slave	14	Inuvik, Sahtu, Dehcho, North Slave, South Slave	9	Inuvik, Sahtu, Dehcho, North Slave, South Slave
<b>Snowshoe Hare</b>						
Monitor trend in populations throughout NWT by conducting pellet counts	14	Inuvik, Sahtu, Dehcho, North Slave, South Slave	14	Inuvik, Sahtu, Dehcho, North Slave, South Slave	12	Inuvik, Sahtu, Dehcho, North Slave, South Slave
<b>Waterfowl</b>						
Aerial waterfowl survey as part of ecological assessment	1	Ejié Túé Ndáde Candidate Protected Area, South Slave; Dehcho	0		0	
<b>Wolf</b>						
Monitor productivity at den sites to assess population trend	2	Tundra north of Yellowknife, North Slave	2	Tundra north of Yellowknife, North Slave	2	Tundra north of Yellowknife, North Slave
Wolf population size update	0		0		0 - collars deployed in March 2012	North Slave
Carcass collection to track numbers and distribution	3	North Slave, Inuvik, Dehcho	3	North Slave, Inuvik, Dehcho	5	Inuvik, Sahtu, Dehcho, North Slave, South Slave
<b>Wolverine</b>						
Monitor density of wolverine at Daring Lake, North Slave	1	Tundra north of Yellowknife, North Slave	0	next series of surveys start in April 2011	1	Tundra north of Yellowknife, North Slave
Carcass collection to track numbers and distribution	5	Inuvik, Sahtu, Dehcho, North Slave, South Slave	5	Inuvik, Sahtu, Dehcho, North Slave, South Slave	5	Inuvik, Sahtu, Dehcho, North Slave, South Slave
<b>Wood Bison</b>						
Calf recruitment surveys in Nahanni, Mackenzie and Slave River Lowlands populations	3	Dehcho, North Slave, South Slave	1	Dehcho only; North Slave and South Slave surveys cancelled due to anthrax outbreak	3	Dehcho, North Slave, South Slave

Description	2009/10 surveys		2010/11 surveys		2011/12 surveys	
	#	Location	#	Location	#	Location
Monitor presence of anthrax in Mackenzie and Slave River Lowlands populations	7	North Slave, South Slave	7	North Slave, South Slave	7	North Slave, South Slave
Population surveys (Nahanni, Mackenzie, Slave River Lowlands)	0		0		2	Dehcho, North Slave, South Slave (Nahanni and Mackenzie)
Ongoing monitoring of survival and movements via collars	n/a	Dehcho	n/a	Dehcho	n/a	Dehcho
Bison Control Area	1	South Slave	1	South Slave	1	South Slave
<b>Woodland Caribou</b>						
Calf recruitment surveys	4	Inuvik, Sahtu, Dehcho, South Slave	4	Inuvik, Sahtu, Dehcho, South Slave	2	Sahtu, South Slave
Ongoing monitoring of survival and movements via collars	n/a	Inuvik, Sahtu, Dehcho, South Slave	n/a	Inuvik, Sahtu, Dehcho, South Slave	n/a	Inuvik, Sahtu, Dehcho, South Slave
<b>Conferences and Workshops</b>						
13th International Arctic Ungulate Conference	0		0		1	Yellowknife
Regional wildlife workshops	1	South Slave	1	Dehcho	1	South Slave

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

Ongoing disease monitoring is necessary to verify the health of the NWT’s wildlife, which provides sustenance for many NWT residents. Ongoing monitoring is also necessary to quickly identify any new diseases (e.g., chronic wasting disease) and to ensure that measures meant to curtail the spread of a given disease are implemented quickly (e.g., anthrax surveillance measures for wood bison).

The following table describes wildlife health studies conducted from 2008 to 2012.

Study	Positives (samples tested) 2008-09	Positives (samples tested) 2009-10	Positives (samples tested) 2010-11	Positives (samples tested) 2011-12
<b>Wildlife &amp; Zoonotic Diseases</b>				
Anthrax Cases (Wood bison)	0 (7 surveillance flights)	0 (7 surveillance flights)	55 (7 surveillance flights)	0 (7 surveillance flights)
Anthrax Serology (past exposure – Wood bison)	n/a	n/a	81 (356)	81 (356)
Avian Influenza & West Nile (Birds)	0 (38 birds)	0 (50 birds)	not detected	not detected
Brucellosis & Tuberculosis in Wood Bison - Mackenzie & Nahanni herds (some tests pending)	0 (60)	0 (399)	0 (36)	TBD
Brucellosis (Caribou)	n/a	5 (227)	n/a	n/a
Caribou Health & Condition Monitoring	94 tested	300 tested	230 tested	100 tested
Chronic Wasting Disease (Caribou)	0 (104)	0 (75)	0 (100)	0 (100)
Giardia (multiple species)	n/a	Detected (100)	n/a	n/a
Hunter Submitted Samples	Various diseases detected (200)	Various diseases detected (100)	Various diseases detected (400)	Various diseases detected (200)
Map (Johne's disease)	n/a	n/a	n/a	34/144
Mosquito borne viruses (animal and zoonotic)	0 (12 weeks of mosquito sampling)	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)	4 (10)
Small mammal – zoonotic diseases	n/a	Various diseases detected (520)	Various diseases detected (520)	TBD
Toxoplasma (caribou)	n/a	5 (227)	n/a	n/a
Trichinella (Bear & Wolves)	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	~50 being tested
Wolves (parasite survey)	n/a	n/a	n/a	90 being tested
<b>Contaminants</b>				
Moose	Health Advisory Issued (46)	Health Advisory Issued (46)	Health Advisory Issued (64)	Health Advisory In Place (41)
Caribou	Normal Background Levels (108)	Normal Background Levels (43)	Normal Background Levels (20)	Normal Background Levels (42)

**Other Issues**

Ongoing services to the public include issuing various wildlife permits and licences, responding to information requests for data, addressing problem wildlife, and providing information, which includes releasing annual guides on sport fishing and hunting regulations, species at risk publications, reports on research and programs, website updates, and giving presentations on wildlife to schools and the public.

Collecting information for management in 2013-14 includes updating and maintaining data management systems (NWT Species Infobase and Wildlife Management Information System), conducting regional surveys to monitor the status and trend of wildlife and wildlife habitat and running the Tundra Ecosystem Research Station at Daring Lake. Wildlife health information is also important for management. In 2013-14, monitoring of wildlife health issues that affect humans and wildlife will continue, including anthrax, rabies, tularemia, bovine tuberculosis and brucellosis, West Nile virus, White-Nose Syndrome, avian influenza, and contaminants.

## 2. RESPONDING TO PRIORITIES

Members of Legislative Assembly worked collaboratively to jointly develop a shared vision and common goals for the 17<sup>th</sup> Assembly. The final document, titled “*Believing in our People and Building on the Strength of Northerners*”, also outlined a series of priorities designed to help focus departmental efforts. ENR is undertaking the following activities to help support these priorities.

### PRIORITY 1

Building a Strong and Sustainable Future for our Territory

#### Description

Strengthening our relationships with Aboriginal and other northern governments

#### Major Program and Service Initiatives Planned for 2013-14

ENR will continue to strengthen relationships with Aboriginal and other northern governments by the following activities:

- Wildlife and Species at Risk Acts
  - Work with members of the Wildlife Act Working Group and Stakeholders Wildlife Act Advisory Group to develop regulations for the new Wildlife Act.
  - Support Species at Risk Committee meetings to develop a five-year species assessment schedule, assess status of three species (barren-ground caribou, Dolphin-Union caribou, northern leopard frog), review status reports for four species (wolverine, Nahanni aster (a plant), western toad, wood bison), and develop status reports for four species (Drummond bluebell, peregrine falcon, grizzly bear, mountain goat)
  - Support Conference of Management Authorities (CMA) meetings to review listing recommendations from the Species at Risk Committee, develop guidelines and templates for management plans and recovery strategies, coordinate actions on species at risk, and continue to implement the NWT Species at Risk Stewardship Program.
  - Complete a bilateral agreement with Canada on implementing species at risk programming in the NWT.
- Water Stewardship Strategy and Action Plan
  - Continue to engage all water partners during the implementation of the Strategy and Action Plan.
  - Continue to work with the Aboriginal Steering Committee as an advisory body and information conduit to respective Aboriginal governments.
  - Work with communities to prepare regional state of the knowledge reports and

vulnerability assessments to identify and prioritize monitoring and research needs.

- Undertake actions in outlined in the 2011-2015 Barren-ground Caribou Management Strategy
  - Ongoing monitoring (population surveys, calf recruitment surveys, and fall sex ratio surveys) of barren-ground caribou herds, including those trans-boundary herds shared with Nunavut, Saskatchewan, Manitoba, and Alaska;
  - Continue to develop and/or implement management plans and/or processes for the Bathurst, Beverly/Ahiak, and Cape Bathurst, Bluenose-East and Bluenose-West herds with Aboriginal governments, co-management boards, Nunavut, Saskatchewan, Manitoba, and Aboriginal Affairs and Northern Development Canada (AANDC).
  - Support capacity-building with Aboriginal governments so they can fully participate in management planning processes.
  - Enhance patrols and compliance activities in the NWT by supporting community-based monitoring programs.
  - Support traditional knowledge studies to provide information for decision-making
  - Complete and implementing inter-jurisdictional agreements with Yukon and Nunavut on caribou monitoring and management actions.
  
- Implement inter-jurisdictional wildlife agreements on polar bear management and monitoring with Nunavut; and on boreal caribou management and monitoring with Alberta and Yukon.
  
- Regional Land Use Planning
  - Ensure effective GNWT participation in the implementation of the Sahtu Land Use Plan;
  - Review the revised Gwich'in Land Use Plan; and
  - Continue to work on the development of the Dehcho Land Use Plan.
  
- Protected Areas and Conservation
  - Conduct a public review of the recommendations report and consultation and engagement period for final establishment and management of Ejié Túé Ndáde (formerly Buffalo Lake, River and Trails).
  - Maintain the Protected Areas Strategy Secretariat and provide support for the implementation of the Protected Areas Strategy.
  - Work with the Tlicho government to decide on next steps for the Yambahti area of interest.
  
- Sustainable Management of Forest Resources
  - Develop workplans reflecting the signed Gwich'in Forest Management Plan (*A Framework for Forest Management for the Gwich'in Settlement Area*).
  - Executing forest management agreements with First Nations community governments, where interest is expressed, which reflect the framework policy developed in 2012-2013.



- Work with First nations communities to support greater decision-making capacity and forest economy stability in target communities.
- Forest Economies
  - Support First Nations communities in the development of sustainable forest economies through forest inventories, community forest planning, harvest methods and sequencing capacity development, and technical support.
  - Support community based projects for community consumption, such as the Fort McPherson community harvest for community space heating needs to replace fossil fuels.
  - Ensure community objectives of high forest values around biodiversity, wildlife habitat and landscape health, continue to be met.
  - Build community based knowledge and infrastructure about forest industry opportunities and assisting community level plans and aspirations in meeting their local objectives.
  - Build mechanisms where communities ability to realize forest industry development are strengthened through forest management agreements.
- Wildland Fire Management
  - Enhance consultation and engagement on community land and resource management objectives, values-at-risk on community landscapes, and community objectives for community wildland fire activity in traditional areas.
  - Develop a funding proposal for a special purpose fund supporting community wildland hazard and risk mitigation measures.
  - Support hazard and risk mitigation planning with MACA and community governments.
  - Develop fire smart landscape management plans to expand the hazard and risk management area around communities on the northern landscape.
- Forest Policy and legislation
  - Complete of a draft discussion papers on forest policies leading to engagement with First Nations governments on policy objectives.
  - Implement the Incidental Use of Forest licencing protocol under the *Forest Management Regulations*.
- Traditional Knowledge Implementation
  - Continue to identify and monitor TK initiatives as a component of ENR's standard business planning processes and other planning activities.

**Description**

Negotiating and implementing a devolution final agreement.

**Major Program and Service Initiatives Planned for 2013-14**

- Information Management
  - ENR's is co-chair of the Property Assets and Contracts Committee (PARCC) sub-committee planning and implementing the Information Management, Systems and Technology aspects of devolution. ENR's Informatics Division is actively participating in planning for the orderly transfer of organizational records between the federal government and the GNWT to ensure program history is preserved to support future planning and operational matters.
- Waste Management
  - Review and assess whether operating sites identified by Canada for transfer to the GNWT meet the conditions established in the Devolution AIP.
  - Continue to review and assess the environmental risks of federal contaminated sites that Canada proposes to transfer to the GNWT.
  - Undertake any further due diligence that the GNWT requires on contaminated sites before the Devolution Agreement comes into effect which could include site visits.
  - Provide analysis and the GNWT criteria for determining if these sites are fully remediated and ready for transfer to the GNWT.
  - Play a key role in the development of the land management system to be used by the GNWT once the Devolution Agreement comes into effect.
- Forest Policy and legislation
  - Complete draft discussion papers on forest policies.
  - Implement the Incidental Use of Forest licensing protocol under the *Forest Management Regulations*.
- Evaluate infrastructure requirements for land and resource management enhancements.

**Description**

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

**Major Program and Service Initiatives Planned for 2013-14**

- 2011-2015 NWT Barren-ground Caribou Management Strategy
  - Undertake actions in the Strategy so that NWT's herds continue to recover and grow in size. (See list above for details)

- ENR will undertake patrols and work with communities to monitor hunting, outfitting, and sport fishing activities, and running regional winter road check stations to monitor harvest.
  
- Species at Risk
  - Manage and monitor a number of federally and territorially listed species at risk.
  - Complete and implement wood bison management plans for the Mackenzie, Nahanni, and Slave River Lowlands populations.
  - Continue implementation of the NWT Action Plan for boreal woodland caribou.
  - Develop and implement Actions Plans that enable NWT to meet the recovery objectives identified in the National Recovery Strategies for boreal caribou and Peary caribou (including range management plans).
  - Develop National Recovery Strategies for the northern myotis and little brown myotis (bats).
  
  - Update the population estimate for Peary caribou on Banks and Northwest Victoria Island.
  - Continue traditional knowledge studies on Peary caribou, Dolphin-Union caribou, and polar bears.
  - Finalize a range management plan for the Southern Beaufort polar bear subpopulation with Environment Canada; continue to develop a five-year polar bear monitoring plan in cooperation with the Inuvialuit and Environment Canada; and continue the four-year process to update the population estimate for the Viscount Melville polar bear subpopulation.
  - Develop territorial management plans or recovery strategies for species newly assessed and listed under the *Species at Risk (NWT) Act* (e.g., polar bear, boreal caribou, Peary caribou, and the plant hairy braya).
  - Develop management plans for species that are of special concern (wolverine and grizzly bears).
  
- Protected Areas and Conservation
  - Develop a GNWT PAS Governance Protocol, which will define GNWT governance structure, oversight, and accountability with respect to the GNWT's participation in the PAS process.
  - Develop an Ecological Representation Network Plan which would evaluate the progress in and set objectives for ecological representation for the protection of biodiversity.
  - Take a lead role in identifying and sponsoring core representative areas.
  - Provide an ENR perspective on the establishment of the proposed East Arm of Great Slave Lake National Park and the possibility of incorporating Northern Tools in protection.
  - Plan for the first edition of an NWT State of the Protected Areas Report.
  - Develop policy, guidelines and regulations for Conservation Areas under the new *Wildlife Act* and other GNWT protected areas, as appropriate.

- Participate in Land Use Planning
  - Coordinate the GNWT implementation requirements of the SLUP Final Plan, the GLUP revised plan and provide ENR support and input into the interim Dehcho Land Use plan, as required.
  
- Environmental Assessment
  - Continue to provide ENR comments and coordinate technical expert advice on behalf of the GNWT throughout regulatory reviews and environmental impact assessments, which contribute to effective land and resource management in the NWT.
  - Continue with the development and promotion of best practices which recognize the ecological imperatives of well-managed northern forest landscapes, and management of cumulative effects and the effects of industrial impacts.
  
- NWT Water Stewardship Strategy and Action Plan.
  - Continue to coordinate the implementation of the Strategy and Action Plan.
  - Work towards negotiating a Bilateral Transboundary Water Management Agreement with Alberta. A final transboundary Agreement is expected in June 2013.
  - Work with British Columbia to negotiate a transboundary water management agreement for the Liard watershed.
  - Continue working on developing an agreement with the federal government on the management of municipal wastewater.
  - Remain active in the Joint Canada-Alberta Implementation Plan for Oil Sands Monitoring and promote NWT-related research and monitoring.
  - Work with NWT communities to prepare regional state of the knowledge reports and vulnerability assessments to identify and prioritize monitoring and research needs.
  - Work with national and international organizations to fund implementation of the Strategy and Action Plan.
  - Continue to provide 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 2013-2014 ice free season.
  - Continue 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.
  - 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.
  - Work with communities and other GNWT departments (Municipal and Community Affairs, Health and Social Services, and Public Works and Services) on source water protection initiatives.
  - 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*.

- Information Systems
  - Continue work on the development and implementation of the Wildlife Management Information System (WMIS). WMIS will help improve the timeliness and availability wildlife data and information to support improved reporting, planning and decision support.
  - Pending appropriate approvals during 2012/13, develop the Forest Management Information System (FITS). FITS will be used for a variety of issues essential to the effective management of 80 Million Hectares of forest in the NWT including:
    - Inventories of forest stands, plots and other data that provide the information about the landbase and potential volumes;
    - Sustainability activities which examine the long term sustainability of the forest under different management regimes; and
    - The silviculture history which addresses planning of harvest and subsequent activities related to reforestation and regeneration monitoring.
- Wildland fire management program
  - Implement strategies and recommendations of the wildland fire management program review.
  - Enhance public education and communication on wildland fire management issues, including engagement on priorities and objectives for landscape wildland fire.
  - Enhance the understanding of the ecological role of fire on the northern landscape.
  - Manage wildland fires to support other natural resource management objectives, such as species management strategies for important northern species.
- Forest Resource Assessments
  - Complete forest resource inventories supporting community forest economy opportunities supporting the biomass strategy.
  - Update forest resource assessments for the western Tlicho region, and the Buffalo River Slave River Lowlands region.
  - Assess attributes of the natural ecology and biodiversity of northern landscapes to better inform the decisions on wildlife and forest management interactions.
- Forest Renewal
  - Develop policy objectives on forest renewal from natural disturbance events, industrial impacts and forest economy initiatives, basing the objectives on the forest renewal strategy.
- Forest Science
  - Advance the principles of ecosystem-based management in a coordinated effort between forest management division, wildlife division, and land and water division.

- Continue collaborative research on wildland fire/wildlife interactions, applied research in fire science at the research site near Fort Providence, and support collaboration with education institutions such as Waterloo Lutheran University.
- Monitor forest pest occurrence in northern forests and imminent risks of pest infestations from elsewhere.
- Forest Planning
  - Provide expertise in the sequencing of forest harvests supporting sustainable management of forest resources supporting community forest economies.
  - Ensure forest renewal objectives are accounted for in development projects, and a healthy forest landscape and highest levels of biodiversity are maintained.
- Cumulative Effects
  - Participate in cumulative effects assessment projects determining the life-cycle of industrial impacts on the forest resource, and severity assessments of and recovery timelines after wildland fire effects.
  - Assess the recovery post-burn of forest landscapes affected by wildland fire, supporting critical resource decisions for wildlife management.
- Greenhouse Gas Strategy
  - Continue to implement the NWT Greenhouse Gas Strategy in coordination with the NWT Energy Plan.
  - Track and report on total NWT greenhouse gas emissions.
  - Prepare annual inventories of GNWT emissions from government operations for reporting to The Climate Registry.
- Energy Efficiency and Conservation Programs
  - Support for the Arctic Energy Alliance (AEA), Energy Efficiency Incentive Program, Energy Conservation Program, Alternative Energy Technology Program, Commercial Energy Conservation and Efficiency Program, Regional Energy Advisors, community energy planning, and public education and awareness will continue to be a focus.
  - Target and promote actions that reduce the use of imported fossil fuels, greenhouse gas emissions and the cost of living for NWT residents.
  - Coordinate activities with the GNWT Interdepartmental Energy Coordinating Committee 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.
- NWT Biomass Energy Strategy
  - A revised Strategy was released in 2012-13. Depending on community interest and feasibility assessments, projects in 2013/14 will 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.

- **Alternative Energy Technologies Program**
  - Continue to fund solar photovoltaic power installations in communities and remote camp locations.
  - Work with the power utilities to implement larger scale solar-diesel hybrid systems in NWT communities for the purpose of offsetting diesel.
  - A Solar Energy Strategy was prepared in 2012-13 to describe and coordinate these initiatives.
  -
- **Climate Change Adaptation**
  - Finalize the Climate Change Adaptation Framework by spring 2013. The Framework will establish mechanisms to provide information and support to decision-makers at all levels to mainstream adaptation, incorporate climate change considerations into their actions.
  - Collaborate with Nunavut and the Yukon on implementing the Pan-Territorial Adaptation Strategy, and working with Natural Resources Canada (NRCan) and Aboriginal Affairs and Northern Development Canada (AANDC) to fund and coordinate adaptation projects.
  - Work with GNWT departments and other levels of government to mainstream adaptation, and working with scientists to understand climate change impacts to support adaptation decision making.
  - Develop a climate change adaptation toolbox for forest landscapes.
  - Identify adaptation strategies consistent with national commitments.
- **Waste Site Remediation (Giant)**
  - Continue to participate on the Project Management Committee and the Oversight Committee to guide and manage the planning, execution, monitoring and control activities of the Project.
  - Coordinate the development of the Environmental Management System and Environmental Management Plans with Canada and parties to the Environmental Assessment.
- **Waste Reduction and Recovery and Solid Waste Management**
  - Finalize the review of the Beverage Container Program so as to make it more effective, efficient, accountable and self-sustaining;
  - Develop an electronic waste (e-waste) management framework
  - Develop a Waste Management Strategy (Strategy) for the NWT. The Strategy will provide a long-term vision including goals and objectives for solid waste management and waste diversion. ENR will work with the Department of Municipal and Community Affairs and municipalities on the development of this Strategy.

## *Environment and Natural Resources*

- Science Agenda Implementation
  - Develop a new terms of reference for the Interdepartmental Science Committee.
  - Develop a new working group with representatives of the three territories and the federal ADM Arctic Science and Technology working group.
  - Collaborate with ECE on development and publishing of best practices and standards for community consultation on science projects.
  - Expand research partnerships with Canadian Universities; 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. The feasibility of a pan-territorial science agenda will be examined in collaboration with Yukon and Nunavut Science Advisors.
  
- 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

#### *Major Program and Service Initiatives Planned for 2013-14*

- Environmental Assessment
  - Work to ensure that the proponents conduct the appropriate mitigation, monitoring and follow-up for the construction and operation of the Inuvik to Tuktoyaktuk Highway.
  - Establish an internal GNWT plan of action and/or an internal Memorandum of Understanding for GNWT involvement in the environmental impact assessment for the Mackenzie Valley Highway to ensure the assessment is coordinated and conducted in the most efficient manner possible. A plan of action for the Mackenzie Valley Highway environmental impact assessment would help to identify resource needs and ensure that the needs of GNWT departments and mandates are met.
  
- Wildlife Monitoring Mitigation and Adaptive Management
  - Continue to monitor and manage the cumulative effects of natural and human-caused changes on woodland boreal caribou, barren-ground caribou, grizzly bears, and other wildlife species.



- Implement a joint Wildlife Effects Monitoring Program (WEMP) with the Department of Transportation to assess and mitigate the impacts of the Inuvik to Tuktoyaktuk Road on grizzly bears, wolverines, raptors, and barren-ground caribou.
  - Work with industry and co-management partners to develop a regionally based WEMP to assess and mitigate the impacts of oil and gas development in the Sahtu region on wildlife and wildlife habitat (boreal caribou, moose, and furbearers).
  - Work with the Department of Transportation to develop a trans-regional WEMP to assess and mitigate the impacts of the proposed Mackenzie Valley Highway on wildlife and wildlife habitat in the Inuvik, Sahtu, and Dehcho regions (boreal caribou, moose, grizzly bears, and furbearers).
  - Hold workshops with the diamond mines, monitoring agencies, Nunavut and affected Aboriginal governments to assess, and if necessary, modify the regionally based programs that assess and mitigate the impacts of mines on wildlife (wolves, wolverines, grizzly bears, and barren-ground caribou).
  - Monitor and mitigate the negative effects of fire, the Biomass Strategy, and increased access on wildlife and wildlife habitat (boreal caribou, barren-ground caribou, and moose).
- Classifying and Mapping Ecosystems
    - Complete and release to the public, the report detailing the reclassification of the High Arctic Islands. This classification system describes the landforms, soils, and vegetation in various regions of the NWT and is critical for providing baseline information for environmental and cumulative effects assessments related to economic development.

### *Description*

Making strategic infrastructure investments such as: Mackenzie Valley Fiberoptic Link

### *Major Program and Service Initiatives Planned for 2013-14*

- Environmental Assessment
  - Coordinate and participate in environmental assessment and regulatory processes related to infrastructure investments.
- Wildlife Monitoring Mitigation and Adaptive Management (see list above)

### *Description*

Making strategic infrastructure investments such as: Hydro Initiatives

**Major Program and Service Initiatives Planned for 2013-14**

- Alternative Energy Program (biomass, solar)
  - Continue to fund solar photovoltaic power installations in communities
- Biomass Energy Strategy
  - Work with communities to identify projects, develop project proposals and initiate projects that address actions in the Strategy.
- Work with Inuvik and Norman Wells to promote energy efficiency and conservation and assist these communities with identifying opportunities for renewable energy sources
- Promote and ensure the incorporation of GNWT strategies and initiatives throughout regulatory reviews and environmental impact assessments. This includes Hydro Initiatives.
- Environmental Assessment
  - Coordinate and participate in environmental assessment and regulatory processes related to infrastructure investments.

**Description**

Supporting the Mackenzie Gas Pipeline project

**Major Program and Service Initiatives Planned for 2013-14**

- Environmental Assessment
  - If the Mackenzie Gas Project proponents decide to go ahead with construction of the pipeline the Environmental Assessment and Monitoring Unit will be responsible for coordinating ENR comments and guidance during the regulatory permitting process with consideration of other GNWT departmental interests. An announcement from the proponents on whether they will be going forward with construction of the pipeline is expected during December of 2013.
  - Prepare for the increase in proponent regulatory applications that will be received for review and comment.
  - Identify and track GNWT action on commitments made during the Environmental Impact Review and the Governments' response to the JRP report.
- Gathering Baseline information
  - Continue to collect baseline information on wildlife under the Western Northwest Territories Biophysical Study. This information will be used to assess and mitigate the impacts of the future pipeline on forests, wildlife and wildlife habitat. This includes monitoring the status and trend of boreal caribou, moose, grizzly bears, and bison in the Mackenzie Valley.

**Description**

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

**Major Program and Service Initiatives Planned for 2013-14**

- Protected Areas and Conservation
  - Complete the review of the PAS Non-renewable Resource Assessment Guidelines to ensure the guidelines are appropriate and useful for anticipated needs for GNWT sponsored areas and post-devolution.
  - Facilitate communities to explore and build linkages between protected areas and NWT Tourism initiatives, as appropriate, especially in the area of the Aboriginal Tourism Strategy.
- Best Practices
  - Work with industry partners and the Government of Canada to develop a best management practices guideline for mining companies in the NWT.
- Abandonment and restoration planning
  - Work with industry, management boards and Government of Canada to ensure appropriate abandonment and restoration practices are in place to protect future generations from liabilities and environmental impacts from development.

**Description**

Supporting the traditional economy

**Major Program and Service Initiatives Planned for 2013-14**

- Protected Areas and Conservation
  - Continue to support communities to protect their special natural and cultural areas proposed through the PAS which are important to their continued traditional activities and on-the-land recreation.
  - Provide support to communities in their request for aboriginal tourism activities within proposed and established protected areas.
- Undertake actions in outlined in the 2011-2015 Barren-ground Caribou Management Strategy (see previous list above)
  - Actions are intended to recover and grow NWT's barren-ground caribou herds so that traditional harvesting activities can continue for current and future generations.
- Continue to administer the fur program on behalf of ITI.
- ENR considers traditional economy throughout regulatory reviews and coordination of environmental impact assessments.

**Description**

Improving our regulatory processes

**Major Program and Service Initiatives Planned for 2013-14**

- Protected Areas and Conservation
  - Ensure that regulations and management plans for established protected areas are consistent and compatible with current regulatory processes and do not add unnecessary duplication or complexity.
  
- Regional Land Use Planning
  - Create guidance documents for GNWT authorizations that are subject to approved land use plans.
  -
  
- Environmental Assessment
  - Ensure ENR and GNWT coordination and input into Sahtu Oil and Gas exploration and development.
  - Focus on improving internal ENR and GNWT regulatory review and environmental impact assessment processes through protocol development.
  - Explore and promote the use of regional studies.
  
- Wildlife Act
  - Work with partners on the development of regulations and policies to implement the new Act, officer training, and development of public information materials to help the public understand the new Act.
  
- Forest Policy and legislation
  - Complete of a draft discussion papers on forest policies
  - Implement the Incidental Use of Forest licencing protocol under the *Forest Management Regulations*.
  
- Forest Management Agreements
  - Executing forest management agreements with First Nations community governments, where interest is expressed, which reflect the framework policy developed in 2012-2013.

## **PRIORITY 4**

Address Housing Needs

### **Description**

Putting higher density housing units in small communities

### **Major Program and Service Initiatives Planned for 2013-14**

- Energy Efficiency and Conservation
  - Promote actions and housing design that reduce the use of imported fossil fuels
  - Continue to support the Arctic Energy Alliance and the programs they deliver to promote public awareness and education
  
- Alternative Energy Program
  - Promote the use of geothermal, biomass, solar and wind options

### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

#### ENVIRONMENT AND NATURAL RESOURCES

2013-2014

(thousands of dollars)

	Proposed 2013-14 Main Estimates	2012-13 Revised Estimates	2012-2013 Main Estimates	2011-12 Actuals
Operations Expense				
Corporate Management	10,981	11,171	11,171	11,636
Environment	7,137	7,636	5,936	8,524
Forest Management	31,965	28,634	28,634	32,021
Wildlife	15,138	15,125	15,125	15,030
Land and Water	5,027	4,827	4,827	4,831
Total Operations Expense	<b>70,248</b>	<b>67,393</b>	<b>65,693</b>	<b>72,042</b>
Revenues	<b>1,570</b>	<b>1,570</b>	<b>1,570</b>	<b>2,137</b>

#### HUMAN RESOURCE SUMMARY

	Proposed 2013-14	2012-13	2011-12	2010-11
Total Number of Positions	309	303	303	299

Appendix I – Financial Information

Operations Expense Summary

	PROPOSED ADJUSTMENTS						2013-14 Business Plans
	2012-13 Main Estimates	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
<b>Corporate Management</b>							
Directorate	2,153	0	0	0	0	0	2,153
Policy and Strategic Planning	1,325	0	0	0	0	0	1,325
Field Support	1,368	0	0	0	0	0	1,368
Corporate Costs	2,911	0	0	0	0	0	2,911
Shared Services	3,197	0	0	0	(105)	0	3,092
Amortization	217	0	0	0	(85)	0	132
<b>Total Corporate Management</b>	<b>11,171</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(190)</b>	<b>0</b>	<b>10,981</b>
<b>Environment</b>							
Program Management	670	0	200	0	85	0	955
Environmental Protection	1,647	0	165	0	0	0	1,812
Waste Reduction & Management	100						100
Climate Change	3,513	0	0	1,700	(950)	0	4,263
Amortization	6	0	0	0	1	0	7
<b>Total Environment</b>	<b>5,936</b>	<b>0</b>	<b>365</b>	<b>1,700</b>	<b>(864)</b>	<b>0</b>	<b>7,137</b>
<b>Forest Management</b>							
Program Management	4,453	0	0	0	0	0	4,453
Pre-Suppression	14,991	0	948	0	0	0	15,939
Suppression	4,540	0	2,490	0	0	0	7,030
Forest Resources	2,862	0	0	0	0	0	2,862
Amortization	1,788	0	0	0	(107)	0	1,681
<b>Total Forest Management</b>	<b>28,634</b>	<b>0</b>	<b>3,438</b>	<b>0</b>	<b>(107)</b>	<b>0</b>	<b>31,965</b>
<b>Wildlife</b>							
Wildlife Management	575	0	0	0	0	0	575
Wildlife Support	2,560	0	0	0	0	0	2,560
Technical Support	6,025	0	0	0	0	0	6,025
Field Operations	5,590	0	0	0	0	0	5,590
Amortization	375	0	0	0	13	0	388
<b>Total Wildlife</b>	<b>15,125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>15,138</b>
<b>Land and Water</b>							
Land and Water	3,934	0	0	0	200	0	4,134
Environmental Assessment & Monitoring	893	0	0	0	0	0	893
<b>Total Land and Water</b>	<b>4,827</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>5,027</b>
<b>TOTAL DEPARTMENT</b>	<b>65,693</b>	<b>0</b>	<b>3,803</b>	<b>1,700</b>	<b>(948)</b>	<b>0</b>	<b>70,248</b>

**Explanation of Proposed Adjustments to Operations Expense**

Key Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Corporate Management</b>						
Shared Services	Implementation of Financial Shared Services in the Beaufort-Delta	-	-	-	(105)	-
Amortization		-	-	-	(85)	-
<b>Total for Corporate Management</b>		-	-	-	<b>(190)</b>	-
<b>Environment</b>						
Program Management	Science Agenda	-	-	-	85	-
	Environmental Baseline in the Sahtu	-	200	-	-	-
Environmental Protection	Environmental Protection Officer	-	165	-	-	-
Climate Change	Delivery of Greenhouse Gas Strategy	-	-	-	(200)	-
	Biomass Energy Strategy	-	-	-	(100)	-
	Short-term Biomass Options for Inuvik	-	-	-	(100)	-
	Energy Efficiency Incentive Program	-	-	-	(150)	-
	Commercial Energy Conservation and Efficiency Program	-	-	-	(200)	-
	Regional Energy Advisors O&M	-	-	-	(200)	-
	Alternative Energy Programs	-	-	1,700	-	-
Amortization		-	-	-	1	-
<b>Total for Environment</b>		-	<b>365</b>	<b>1,700</b>	<b>(864)</b>	-
<b>Forest Management</b>						
Pre-Suppression	Contract cost increases for forest fire management crews	-	66	-	-	-
	Increase in Aviation Fuel Costs	-	482	-	-	-
	Training for Firefighters and Incident Management Teams and Increase Fire Crew Levels	-	400	-	-	-
Suppression	Shortfall in Fire Suppression Task	-	2,490	-	-	-
Amortization		-	-	-	(107)	-
<b>Total for Forest Management</b>		-	<b>3,438</b>	-	<b>(107)</b>	-
<b>Wildlife</b>						
Field Operations	Renew able Resource Officer II - Fort Good Hope (Contribution funding to C&B)	-	-	-	-	-
Amortization		-	-	-	13	-
<b>Total for Wildlife</b>		-	-	-	<b>13</b>	-
<b>Land and Water</b>						
Land and Water	Water Stewardship Strategy	-	-	-	200	-
<b>Total for Land and Water</b>		-	-	-	<b>200</b>	-
<b>TOTAL PROPOSED ADJUSTMENTS</b>		-	<b>3,803</b>	<b>1,700</b>	<b>(948)</b>	-



**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

	(thousands of dollars)	
Revenue Item	2012-13 Main Estimates	2013-14 Business Plans
No changes to Revenue	1,570	1,570

**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2012-14 Business Plan**

(thousands of dollars)							
Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Re-allocation	2013-14 Business Plan
<b>Environment</b>							
Arctic Energy Alliance	Energy Efficiency Incentive Program sunset	350			(150)		200
	Regional Energy Advisors sunset	200			(200)		0
	Arctic Energy Alliance Contributions - remainder no change	1,248					1,248
Energy Conservation	Commercial Energy Conservation and Efficiency Program sunset	200			(200)		-
Biomass Energy	Sunset	100			(100)		-
<b>Total for Environment</b>		2,098	-	-	(650)	-	1,448
<b>Land and Water</b>							
NWT Water Strategy	Reinstatement of 12-13 reduction				200		200
<b>Total for Land and Water</b>		-	-	-	200	-	200
<b>Wildlife</b>							
Renewable Resource Officer II - Fort Good Hope	Transfer from Contributions to Compensation and Benefits				(120)		(120)
<b>Total for Land and Water</b>		-	-	-	(120)	-	(120)
<b>TOTAL PROPOSED ADJUSTMENTS</b>		2,098	-	-	(570)	-	1,528

## Appendix II – Human Resources Reconciliation

### Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan

	Number of Positions	Location	Total
<b>2012-2013 Main Estimates</b>	303		303
<b>Reductions:</b>			
<b>Forced Growth:</b>			
NEW Environmental Protection Officer	1	Norman Wells	1
<b>Internal Reallocation:</b>			
53-11302 Pipeline Environmental Officer	(1)	Headquarters	(1)
NEW Environmental Assessment Analyst	1	Headquarters	1
NEW Renewable Resources Officer II	1	Fort Good Hope	1
<b>New Positions:</b>			
Devolution Coordinator*	1	Headquarters	1
Contaminated Sites Specialist*	1	Headquarters	1
Business Systems Analyst*	1	Headquarters	1
Senior Project Manager - IT*	1	Headquarters	1
<b>Total Proposed Positions 2013-14 Business Plan</b>	<b>309</b>		<b>309</b>
<b>Increase (Decrease)</b>	<b>6</b>		<b>6</b>

\* Funding for devolution positions is in Department of Executive budget

## **Appendix III – Infrastructure Investments**

Infrastructure investments planned for 2013-2014:

### **Fire Tower – Camera Detection System**

A high-resolution observation camera, with the capacity for outdoor use in a harsh environment, and network analysis and control capacity is to be installed at a Regional office. Emerging technology in remote observation cameras has been harnessed to provide an alternative to resident staff on a lookout tower site, while retaining the benefits of the fixed detection option. This forward-looking cost-effective method has been tested in southern jurisdictions, and has been tested successfully in northern conditions.

### **Repeater Towers – Upgrades to the Radio Communications Network Infrastructure**

ENR completed a radio-telecommunications network audit in 2011 and 2012. The audit recommends upgrading tower infrastructure to ensure personnel safety and network integrity. A scheduled replacement of communications facility infrastructure in the Regions (ENR) of South Slave, North Slave, Dehcho, Sahtu and Inuvik is planned.

### **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.

### **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 a supportable, integrated and flexible system to store, document, extend and access data necessary to make and substantiate wildlife management decisions.

### **Fire Radio Communications Networks Upgrades – As and Where**

There is a need to maintain the current capacity of the GNWT ENR radio repeater 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 repeater technology has a lifespan of approximately ten to fifteen years. To ensure this capacity, regular replacement of network modules (region-wide components) is warranted.

### **Fort Simpson – Patrol Boat**

It is important that ENR maintains the ability for staff to monitor and patrol areas in carrying out the mandate of the Department. Current watercraft are no longer functional in supporting ENR's ability to perform the required duties especially related to Wildlife Management. The purchase of a patrol boat 22' in length, with a 150HP motor capable of transporting a minimum of three

people and 600 lbs. of gear with the ability to travel approximately 300 km on a single 80 gallon tank of gas is planned.

#### **Fort Simpson Air Tanker Base - Dispatch/Standby Facility**

There is a need to provide safe and effective work environments on air tanker bases, supporting the Department's air tanker program. The current environment does not meet current codes and standards for such facilities. The services cannot be secured off-site without a detrimental impact to the operations. Upgrades of the electrical services, building envelope upgrades, and code standard ventilation to the air tanker base dispatch/standby facility are required.

#### **Fire Tower - Fort Liard Lookout Tower – Cabin**

The Department maintains cabins at fire towers and lookouts located at different locations across the NWT. The current facility at Fort Liard Lookout Tower has been an important piece of infrastructure that ensures a tower person is available on-site to report a forest fire. The current facility is no longer suitable due to its deteriorated condition. The proposal calls for a facility that is 61m<sup>2</sup>, consisting of space for a kitchen, bedroom, living area and office.

#### **Hay River – Air Tanker Base Dispatch/Standby Facility Upgrades**

There is a need to provide safe and effective work environments on air tanker bases, supporting the Department's air tanker program. The current environment does not meet current codes and standards for such facilities. The services cannot be secured off-site without a detrimental impact to the operations. Upgrades of the electrical services, building envelope upgrades, and code standard ventilation to the air tanker base workshop are required.

#### **Fort Smith – Air Tanker Base Workshop Upgrades**

There is a need to provide safe and effective work environments on air tanker bases, supporting the Department's air tanker program. The current environment does not meet current codes and standards for such facilities. The services cannot be secured off-site without a detrimental impact to the operations. Upgrades of the electrical services, building envelope upgrades, and code standard ventilation to the air tanker base workshop are required.

#### **Replace Air Quality Monitoring Stations (Trailers only)**

The Department maintains a network of four air quality monitoring stations located in Fort Liard, Yellowknife, Norman Wells and Inuvik. This network supports real-time web based reporting of levels of air pollutants through operation of ambient air quality analyzers that measure common air pollutants including fine particulate dust and wood smoke), sulphur dioxide, ozone, nitrogen gases hydrogen sulphide and carbon monoxide. The analyzers are located inside secured trailers maintained at a constant temperature and humidity. Upgrades of the units to extend their useful life and enhance technical capacity are planned.

#### **Yellowknife Regional Office – Betterment**

The North Slave regional office in Yellowknife requires upgrades to the envelope and interior. Work has progressed on the stabilization of the foundation works. Assessments indicate that work is required to bring the building up to current standards, and good building practices, addressing building efficiency and employee health and safety. With these upgrades the

building's useable lifespan will be extended. Siding, lights, insulation and windows would be addressed in the upgrade.

**Enterprise –Install a new Forest Fire Lookout Tower**

Install a new 30-metre fixed detection tower near Enterprise. Engineering, design and geotechnical requirements have been completed. A fixed detection site near Enterprise has been determined as a suitable replacement for the former Hart Tower lookout site, and for the Cameron Tower lookout. The new site will observe the Enterprise/Hay River corridor, a high-valued area, and an area with significant fire risk.

# EXECUTIVE





## 1. DEPARTMENT 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;
- Implementing the expected Northwest Territories Devolution of Lands and Resources Agreement; 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. Implementation 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.

### OPERATING ENVIRONMENT

#### *Devolution*

Planning for the successful implementation of the final Devolution Agreement will remain a key priority. Devolution negotiations are expected to conclude in 2012-13 with the signing of a final Devolution Agreement. Efforts to prepare for the smooth transition to the Effective Date will intensify as an expected Effective Date of April 1, 2014 draws closer.

Additional communication efforts will also be required. Informing the general public, affected federal staff, GNWT staff, industry and other stakeholders will be an essential element of building confidence and addressing concerns related to devolution. Particular attention must also be paid to consultation and engagement with Aboriginal governments.

During 2012-13, the Negotiation Branch of the Devolution Office will be wound down upon the completion of negotiations. In order to retain corporate history and knowledge acquired during the negotiation phase, key positions will be re-profiled as the Devolution Office becomes fully dedicated to implementation planning.

The work required to implement successfully the final Devolution Agreement is immense and complex. The transfer of responsibility for lands and resources will require among other things; accommodation in

the GNWT of existing federal employees currently working in the NWT for Aboriginal Affairs and Northern Development Canada (AANDC); the design and establishment of the lands and resources (including water resources) functions within the existing or revised GNWT organizational structure; the recruitment of additional staff taking into consideration the priority of regionalization; the development of mirror legislation to govern lands and resources; and the integration of existing federal records, properties, office space and IT systems into the GNWT.

Previous experience with other transfers from Canada has reinforced the importance of investing effort early in implementation planning. Failure to properly plan for implementation runs the risk of not just creating short term operational frustrations after effective date, but could harm longer term public and stakeholder confidence in the GNWT. Through a successful implementation of devolution, the GNWT's objective is to improve public and stakeholder confidence by prudent stewardship and management of the NWT's land and resource system. Without sufficient stakeholder confidence, the ability of the GNWT to better promote responsible and sustainable development in the NWT will be jeopardized. The overall success of implementation efforts will depend on the active participation of AANDC and the Government of Canada in the implementation process.

Devolution is a GNWT-wide effort, led by the Devolution Deputy Ministers Steering Committee and supported by the Department of Executive. The GNWT's implementation efforts will be guided by:

1. an implementation plan jointly developed with Canada, in consultation with participating Aboriginal governments; and
2. the high level organizational design for transferring devolution functions required for final agreement.

Decentralization and regionalization continue to be a priority for the 17<sup>th</sup> Legislative Assembly. This priority will be reflected in the detailed organizational design for devolving functions from Canada, which will be developed in 2013-14 to support devolution implementation and ensure a seamless transition from Canada to the GNWT upon effective date.

Federal government priorities continue to impact on the work of the Department of Executive. Regulatory improvement is a national initiative and its impact is significantly broader than changes to the land and water boards under the *Mackenzie Valley Resource Management Act* (MVRMA). It also includes expanding the authority of the federal Minister to provide policy direction and establishes clear and predictable timeframes for the various steps in the regulatory assessment and review process. These amendments are consistent with Canada's National Economic Action Plan 2012 related to Responsible Resource Development. The Department, in concert with other affected GNWT Departments, will continue to actively monitor Canada's Regulatory Improvement project and other initiatives to assess the impact of any changes on both devolution implementation and other GNWT priorities.

### ***Supporting the Priorities of 17<sup>th</sup> Assembly***

As a central agency, the Department of Executive plays a lead role in coordinating the work of departments to achieve the goals and priorities of the 17<sup>th</sup> Assembly. Much of the work of the Department is driven by political direction and Caucus recommendations. On May 14, 2012, for the first time, Ministerial mandate letters were posted to enhance the public's awareness of the activities of the GNWT and to promote accountability and transparency. In support of Cabinet and to enhance collaboration and evidenced-based decision making, seven Committees of Cabinet have been established.

The Committees of Cabinet are:

- Priorities and Planning Committee of Cabinet
- Economic and Employment Development Committee of Cabinet
- Social Envelope Committee of Cabinet
- Managing this Land Committee of Cabinet
- Ministerial Energy Coordinating and Climate Change Committee of Cabinet
- Infrastructure Committee of Cabinet
- Refocusing Government Committee of Cabinet

In 2012-13, Cabinet also established committees on the Sustainability of Rural and Remote Communities and Children and Youth and invited regular members to participate.

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

In these times of global economic uncertainty and instability, the public, as well as politicians and decision makers are demanding effectiveness and efficiency of public governments. In February 2012, the Auditor General of Canada released its Status Report to the Northwest Territories Legislative Assembly. The Report identified three barriers that impact on the GNWT's ability to effectively manage programs across government. The barriers include:

1. inadequate information to manage programs and make decisions;
2. insufficient monitoring of third-party program delivery; and
3. an absence of detailed action plans on how and when recommendations in audit reports will be implemented.

The Department of Executive is coordinating a response to these barriers by working through the Deputy Minister Committee to ensure that all departments have adequate risk management frameworks and that clearly identified priority areas have accurate and timely data to enable and ensure proper monitoring and prompt intervention when needed. This would include improvements to the third party monitoring.

In addition, the Department of Executive is working with the Deputy Minister Audit Committee to develop a tracking system to ensure that recommendations made by the Office of the Auditor General are implemented.

Through the Program Review office, the Executive works with other GNWT departments to establish appropriate evaluation frameworks and monitoring programs. Similarly, the NWT Bureau of Statistics publishes for both the GNWT and the public, statistical data on key indicators related to the Northwest Territories. Through the business planning, corporate strategic planning and results reporting functions of the Strategic Planning Branch, support is given to inform GNWT evidence-based decision making. It is expected that the demand for responsible and accountable government programs and services will increase and be ongoing.

## 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** is responsible for leading the work required to implement the final Devolution Agreement. As part of its work, the Office of Devolution is also be responsible for communication activities in order to build public understanding of devolution as work proceeds towards implementation. It is expected that work on negotiation of the Devolution Agreement will be completed in 2012-13.

### Performance Measures

#### *Successful Devolution Negotiations and Implementation*

#### **2011-12**

In 2011-2012, the Office of Devolution reviewed and extensively updated the negotiation mandate for the final devolution agreement. Main Table negotiations were re-established with two planning sessions held with Canada and participating Aboriginal governments prior to the resumption of negotiations. During this fiscal year the GNWT also participated and actively led the advancement of various subject matters with four main table negotiations. Work towards finalizing the GNWT and Aboriginal Government bilateral agreements were also advanced significantly with six negotiation sessions specific to these matters.

The Implementation Branch of the Devolution Office was established with successful staffing of key team members. Internal committees were established within the GNWT to support negotiations and implementation work including:

1. Property, Assets and Records Committee
2. Human Resources Committee
3. Minerals, Oil and Gas Committee
4. Communications and Engagement Committee
5. Justice Committee
6. Land and Water Management Committee – including the Waste Sites Working Group; and
7. Implementation Planning Committee that includes Canada and participating Aboriginal governments.

Support was also provided to assist with ongoing political engagement between the GNWT and non-participating Aboriginal governments. With the election of the 17<sup>th</sup> Assembly, this work has intensified with additional meetings held between the Premier, sometimes with Cabinet, and Aboriginal governments.

Office of Devolution staff also worked with the Legal Division to comprehensively respond to litigation commenced by the Gwich'in Tribal Council alleging that there was inadequate consultation related to devolution. A substantial response to the Gwich'in was file in July 2012.

The Office of Devolution has also provided briefings on devolution to GNWT staff through the Senior Managers Committee meetings with ENR, PWS, and Finance and in sessions for managers from all departments. Presentations were also made to Regional Managers' Committee meetings of the Executive held in Inuvik, Behchokò and Yellowknife. A public meeting was also held in Yellowknife.

A federal all-staff meeting also provided the Department, along with other GNWT officials, opportunity to address federal staff and their concerns.

### **2012-13**

To date in 2012-13, there have been two main table negotiating sessions which were held in April and July; three implementation planning committee meetings; and two bilateral sessions with Aboriginal parties on Chapter 6 and Resource Revenue sharing.

Engagement efforts helped realize the objective of securing support for the *Northwest Territories Lands and Resources Devolution Agreement in Principle (AiP)* from the Sahtu Secretariat Inc.(SSI) in May 2012 and the return of the SSI to negotiations. Work to support the GNWT's political engagement has also continued, with additional Aboriginal government meetings and support or presentations provided for Aboriginal government summer assemblies.

Another GNWT staff update held in Yellowknife 2012-13 with employees from all departments participating. The Office of Devolution has also continued to provide updates to SMC and RMC meetings when requested. Meetings with industry representatives and regulatory bodies have also occurred with separate meetings held with the Canadian Association of Petroleum Producers, the NWT Chamber of Mines, the Mackenzie Valley Environmental Impact Review Board, and the National Energy Board.

In addition to meetings, efforts to build understanding and support for devolution through more extensive communications have also been undertaken. A technical briefing with media organizations in the NWT has been held, as well as a presentation to the Northern News Services Editorial Board, and individual briefings with specific reporters and journalists have been provided. Devolution staff have also made themselves available for media interviews. These efforts have resulted in a noticeable improvement in media coverage related to devolution and in the accuracy of the information reported including a featured comprehensive cover piece in Up Here Business entitled *Viva La Devolution*.

The Office of Devolution has also created and launched a new devolution website (<http://devolution.gov.nt.ca/>), in order to make information around devolution more accessible and more understandable. In the short time period since its launch, the website and has seen regular and consistent traffic not only in the NWT, but in Canada and even in other countries around the world. To accompany the website, new information sheets have been developed on the key issues of devolution negotiations and implementation. These materials are used to support communications to a broad range of groups.

**Other Initiatives**

The Devolution Deputy Ministers' Steering Committee continues to guide both the negotiations and implementation process. As outlined in previous Business Plans, the Steering Committee continues to take an incremental approach to projects, funding and positions. Funding is not committed until preliminary work is sufficiently advanced to allow the required projects to be appropriately scoped.

In 2013-14, the Department of Executive will coordinate the planning for implementation of the Final Devolution Agreement. It is anticipated that there will be 21 positions working in six departments to undertake implementation activities and to ensure a smooth transition of land and resource management functions to the GNWT. Other positions may be established based on work plan requirements. This work will continue until the target Effective Date of April 1, 2014.

The Department of Executive retains the devolution implementation budget and distributes funding to Implementation Committees and Departments based on work plans approved by the Deputy Ministers Devolution Steering Committee. Funding is being provided by the Government of Canada to offset devolution implementation costs. Pursuant to the Agreement in Principle, \$22.5 million will be made available to support activities between the Final Agreement and the Effective Date. Funding of implementation activities will depend on the conclusion of negotiations and the signing of a Final Agreement.

## KEY ACTIVITY 2 – MINISTERS’ OFFICES

### Description

**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.

**Corporate Communications** provides broad communications advice across government; promotes an integrated corporate approach to communications; incorporates the Press Secretary function; 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.

### Performance Measures

In 2011-12, Corporate Communications produced 35 editions of the Bear Facts, a newsletter for GNWT employees, issued 159 news releases and produced 96 episodes of On the Air, a GNWT radio program for NWT residents.

The Office of Protocol worked with Canadian Heritage, the Canadian Secretary to the Queen, Joint Task Force North, the RCMP, the city of Yellowknife and many other organizations to coordinate the successful visit by Their Royal Highnesses, the Duke and Duchess of Cambridge in July 2011. This was followed by the first official visit by their Excellencies, the Right Honourable David Johnston and Mrs. Johnston in December 2011.

In 2011-2012, the Office of Protocol also successfully hosted five visits of Consul Generals from Indonesia, China, the Netherlands, Japan and Korea and organized a reception and dinner for the Heads of Diplomatic Missions of 20 countries in June 2011.

The protocol office has also been responsible for the coordination of the Queen’s Diamond Jubilee celebrations in the Northwest Territories and for administering the Queen’s Diamond Jubilee Medal Program. To date, 60 Diamond Jubilee Medals have been awarded to NWT residents.

## 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 and Ministerial 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** was established to help ensure that all GNWT programs are producing the intended results by coordinating reviews of specific program and services to clarify and confirm mandates, determine program effectiveness and recommend actions such as elimination, reduction or service improvements. The Program Review Office also supports internal program evaluation throughout the GNWT by assisting Departments with evaluation projects and helping to build evaluation capacity.

**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, which currently operate in Ulukhaktok, Aklavik, Fort Good Hope, Colville Lake, Fort Providence, Nahanni Butte, Lutselk'e, Whati, Sachs Harbour, Tsiigehtchic, Tulita, Fort Liard and Gameti.

### Performance Measures

#### *Coordination of GNWT Strategic Planning*

In 2011-12, the Strategic Planning division worked with all departments to prepare a robust transition and orientation package for members of the 17<sup>th</sup> Assembly. For the first time, materials were produced in e-binders and all members converted to the use of iPads, thus reducing the amount of labour and paper required to print briefing materials and allowing for electronic updates and distribution of materials.

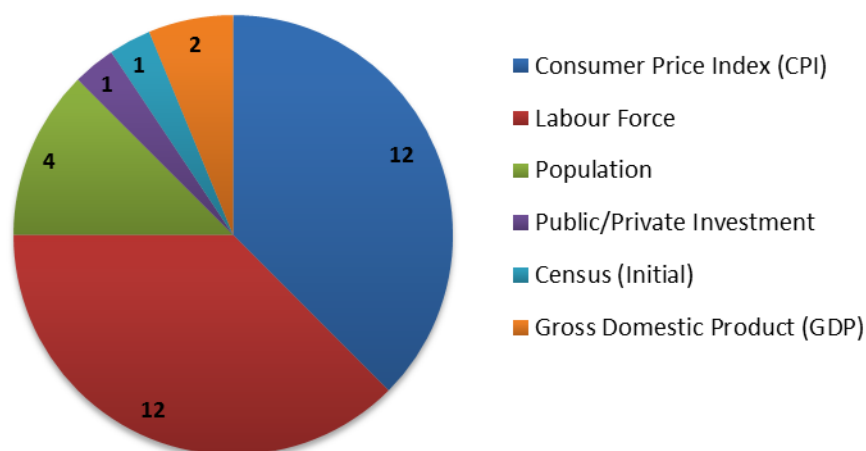
Support was provided for each of the Strategic Initiative Committees of the 16<sup>th</sup> Assembly as well as for the newly established Committees of Cabinet and corresponding Deputy Ministers Committees of the 17<sup>th</sup> Assembly.

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

There were 32 releases of statistical information proactively disseminated throughout the government during 2011-12. This compares with 31 releases in 2010-11 and 31 releases in 2009-10.



### Type of Statistical Information Released, 2011-12



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 GNWT Programs*

During 2011-12, the Program Review Office compiled a listing of all recent reviews, audits, and evaluations undertaken by GNWT departments. That material, together with the results of previous program review projects, suggestions from Departments, planned internal reviews, and input from the Refocusing Government Committees and from SCOPP is being used to build a comprehensive work plan for review projects through the term of the Assembly.

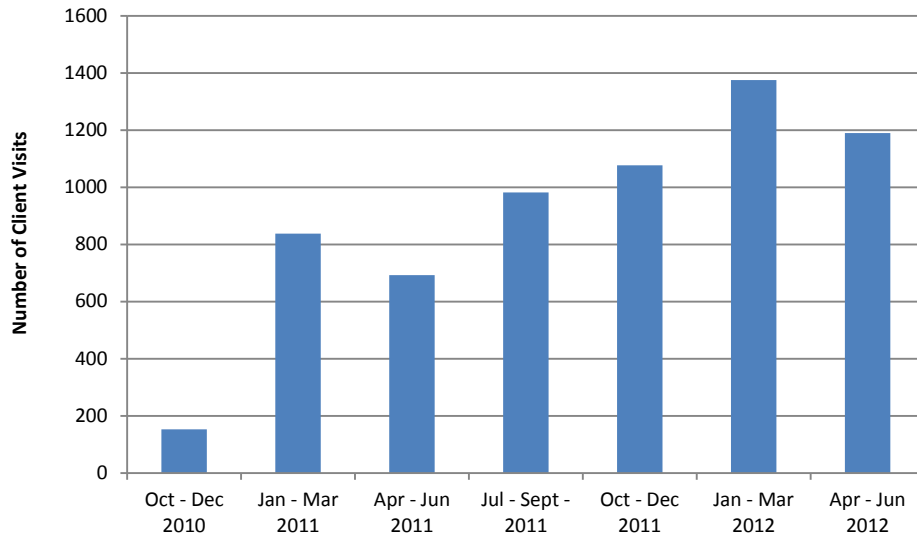
The Program Review Office assisted with the development of an implementation plan to make improvements to a variety of ECE programs based on the Pupil-Teacher Ratio / Inclusive Schooling Review Project that had been completed in 2011-12.

An evaluation of Single Window Service Centres was completed. Improved data gathering and results reporting methodologies were developed and implemented for measuring the success of the expanded service.

*Effective Regional Support*

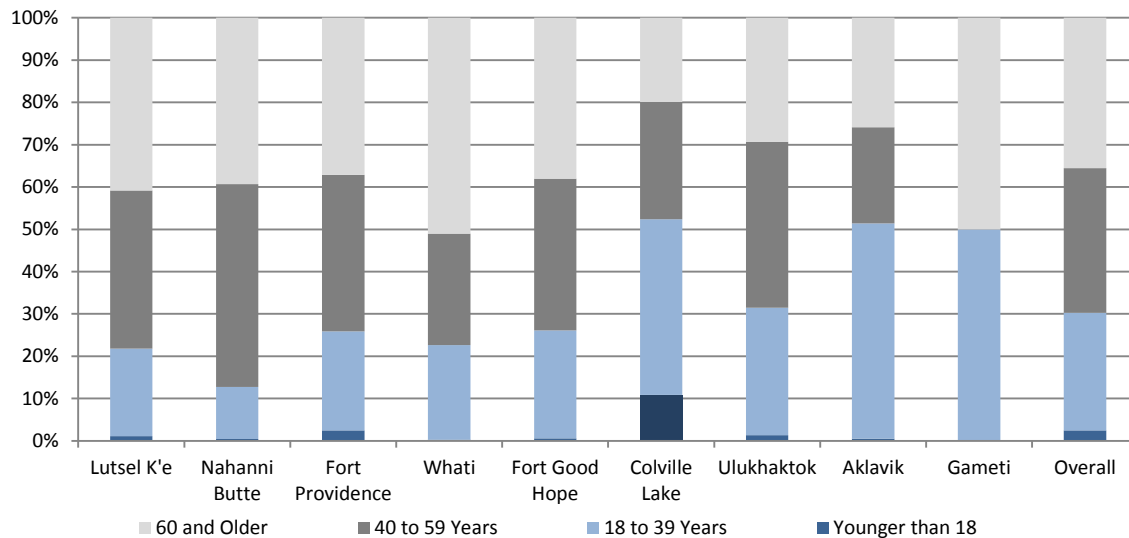
Single Window Service Centres continue to provide improved access to GNWT programs and services in rural and remote communities. As of the end of June 2012, Government Service Officers in the nine Single Window Service Centres had responded to over 6000 client visits.

**Client Visits to Single Window Service Centres, by Quarter**



Consistent positive feedback from community and Aboriginal leadership, clients, and others reinforce the benefit the Single Window Service Centres are having in their communities.

**Age Distribution of Clients, by Community and Overall**



The majority of clients accessing Single Window Service Centres are 40 years of age and older, although Government Service Officers receive requests from residents of all ages.

## Other Initiatives

### ***Strategic Planning***

Strategic Planning will continue to support cross-government planning and implementation of the government's priorities. Support will continue for Committees of Cabinet and Deputy Ministers committees.

In 2013-14, a focus will be placed on developing an approach to reporting on the priorities of the 17<sup>th</sup> Assembly. Strategic Planning will assist departments in developing appropriate measures to demonstrate progress in the five main priority areas identified by Caucus.

The Department will continue to administer the NGO Stabilization Fund, coordinate GNWT business planning activities, and provide analysis and advice on strategic planning activities undertaken by departments.

### ***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 2013-14 include redesigns of the GNWT and Department of Executive website, migration to SharePoint 2010 to support departmental and GNWT committee work, and the implementation of a departmental Centralized Records Management system and electronic records management system.

As part of the Department of Human Resources' strategic plan, Executive will develop a departmental human resource plan along with accompanying action plan and measures to address training, development and succession planning.

### ***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 key initiatives. Planning and preparation for the 2014 NWT Community Survey will begin in 2013-14. The NWT Community Survey provides community level data on a variety of topics such as labour market, education, housing and traditional activities. Dwelling listing updates will take place during the summer of 2013 with survey operations occurring in the winter of 2013-14.

Information from the 2011 National Household Survey (which replaced the Census Long Form) will be released in 2013-14. Releases will include topics such as language, immigration, aboriginal peoples, labour market, education, income and housing.

The Bureau of Statistics will continue to undertake statistical surveys and work with other departments to develop additional data sources. In 2013-14 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.

With the upturn in oil and gas activity in the Sahtu region, the Bureau of Statistics will be monitoring and analyzing socio-economic trends to ensure program and service providers have the information necessary.

### ***Program Review***

The Program Review Office's work plan includes a number of joint projects with departments to review programs, service, processes, or initiatives in priority areas. The Program Review Office will undertake projects where improvements in program design, assessment and delivery can be achieved and will identify opportunities to reduce the Government's liabilities, waste and redundancy. As well, the Program Review Office will provide support to the Refocusing Government Committee of Cabinet and to the Deputy Ministers' Committee.

The Program Review Office will continue to work with other departments to address the GNWT-wide barriers to effective program management identified by the Office of the Auditor General of Canada. In 2012-13, the Program Review Office worked with departments to develop risk management frameworks.

### ***Regional Operations***

Regional Directors will continue to coordinate and chair the Regional Management Committees (RMCs) in all regions to improve communication and interdepartmental collaboration, to address common issues among departments, and to coordinate efforts to resolve regional issues.

The Regional Directors will continue to oversee the Single Window Service initiative across the NWT. Building on the four additional Single Window Service Centres that were established in 2012-13, the Department will continue to explore ways to expand the number of GSOs in other communities. Training programs will be developed and delivered for all Government Service Officers and client usage will be monitored and reported. GSOs continue to receive positive feedback for the services provided in communities and in Aboriginal languages, and in particular on the services provided to seniors.

The Regional Offices play a key role in communicating Cabinet and GNWT wide messaging on policies, priorities and initiatives among the various partners and organizations in the regions. Regional operations will continue to play a key part in several projects in 2013-14 including: the Mackenzie Valley Fibre Optic Link, Inuvik-Tuk Highway, Inuvik Satellite Station Facility, Mineral Development Strategy and supporting Mine Training.

## 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 objective policy analysis, a coherent approach to the legislative process, and operational 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.
- **The Commissioner’s Office** provides office space and operational support for the federally appointed Commissioner of the Northwest Territories.

### Performance Measures

In 2011-12, in accordance with established Cabinet conventions, decision items were submitted for Cabinet’s consideration leading 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 training workshops; managed key grant and contribution programs, provided direct support to the Status of Women Council and the Native Women’s Association; participated in several “intergovernmental officials” forums concerning violence against Aboriginal women and girls; and represented the Department of Executive on the Coalition against Family Violence.

### Other Initiatives

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; will continue to support the transition to E-Cabinet, including the development of a more searchable and cross-referenced electronic Cabinet record; and will undertake a cross government assessment of policy capacity.

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

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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 groups; will deliver workshops to systematically integrate gender considerations into policy, planning and decision-making processes; will work with other government and non-government partners to address family violence, and will encourage and help prepare women interested in running for elected office.

## 2. RESPONDING TO PRIORITIES

### BUILD A STRONG AND SUSTAINABLE FUTURE

#### Description

- Negotiating and implementing a final Devolution Agreement

#### Major Program and Service Initiatives Planned for 2013-14

Depending on the actual date of conclusion of a final agreement, the Department of Executive will undertake the following activities:

- Consultation and engagement on the Final Devolution Agreement.
- Implementation planning to prepare for the effective date of April 1, 2014
- Completion of detailed organizational design for transferring functions, including consideration of regionalization and decentralization.
- In partnership with the Department of Justice, undertake the creation of mirror legislation to support devolution.
- Issue job offers to affected federal employees.
- Provide ongoing communication to the public, staff and industry on the progress of implementation and its implications.

#### Description

- Working with other governments to ensure responsible stewardship through our land and resource management regime

#### Major Program and Service Initiatives Planned for 2013-14

- The Department of Executive will lead the implementation of the GNWT *Land Use and Sustainability Framework* to support land use and land management decisions post-devolution.
- Develop GNWT governance and decision making processes related to lands to support the Land Use and Sustainability Framework and devolution implementation.
- The Department of Executive will work with other Managing this Land departments to provide strategic coordination of land initiatives to ensure Cabinet direction to maintain 45% open crown land can be achieved in all regions of the NWT.
- Promote work with planning boards and partners to complete land use plans for all regions of the NWT.

#### Description

- Strengthening our relationships with Aboriginal and other northern governments

#### Major Program and Service Initiatives Planned for 2013-14

- The Department of Executive works with all GNWT departments in achieving this priority and will continue to support the successful implementation of the *Respect, Recognition, Responsibility*.

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- The Regional Directors and other senior staff will attend Assemblies, leadership meetings and annual gatherings in order to maintain and strengthen relationships with Aboriginal governments.
- Implementation of the post devolution Resource Management Framework with Aboriginal parties.

## **INCREASE EMPLOYMENT OPPORTUNITIES HERE THEY ARE NEEDED MOST**

### *Description*

- Decentralizing more GNWT positions

### *Major Program and Service Initiatives Planned for 2013-14*

- The Department of Executive will complete the implementation of four new SWSC established in Gameti, Tulita, Sachs Harbour and Fort Liard in 2012-13, and continue to explore options for expansion to additional communities.
- As well, completion of the devolution detailed organizational design will consider options for decentralization and regionalization.
- The Department of Executive will continue to work with other departments through the Refocusing Government Committee to develop strategic and cost-effective approaches to future decentralization efforts.

### *Description*

- Reducing dependency on government by encouraging people who are able to enter or remain in the workforce

### *Major Program and Service Initiatives Planned for 2013-14*

- The Department of Executive, through the Program Review Office and the Bureau of Statistics, is supporting the work of the Anti-poverty Strategy.
- The Strategic Planning division will support the Economic and Employment Development Committee to coordinate both the GNWT's engagement with industry and employers to maximize employment and training opportunities for Northern residents and the development of strategies to recruit and retain workers in the NWT.
- The Regional Director will co-chair the regional training group in the Dehcho to promote employment opportunities in the region.



## STRENGTHEN AND DIVERSIFY OUR ECONOMY

### Description

Improve regulatory processes

### Major Program and Service Initiatives Planned for 2013-14

- The Department of Executive continues to lead the GNWT's involvement in regulatory improvement initiatives and will work with Aboriginal governments and the federal government to promote the completion of the NWT regulatory system.
- In 2013-14, it is expected that the federal government will finalize amendments to the *Mackenzie Valley Resource Management Act*, the *Canadian Environmental Assessment Act* and introduce the new *NWT Surface Rights Board Act*. The Department of Executive will monitor and analyze the implications of these pieces of legislation in devolution implementation planning.
- A number of Program Review projects will focus on process improvement and red tape reduction, and the Department of Executive will work with the Refocusing Government committee on coordinating red tape reduction activities across the GNWT.

### Description

Making strategic infrastructure investments such as the Inuvik-Tuk Highway, Mackenzie Valley Fibre Optic Link, and hydro initiatives

### Major Program and Service Initiatives Planned for 2013-14

- The Department of Executive will continue to support key infrastructure projects such as the Mackenzie Valley Fibre Optic Link and Inuvik-Tuk Highway. Regional Directors also provide cross-departmental assistance and support for major projects, such as the expansion of the Inuvik Satellite Station.

### Description

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

### Major Program and Service Initiatives Planned for 2013-14

- The Department of Executive will support the Economic and Employment Development Committee to implement the Mineral Development Strategy and the Economic Development Strategy.
- The Department of Executive supports the work of Industry, Tourism and Investment in promoting economic development across all regions. For example, Regional Directors support dialogue with resource development companies and participate in mine training strategies.

**ENSURE A FAIR AND SUSTAINABLE HEALTH CARE SYSTEM**

**Description**

Enhancing addictions treatment programs using existing infrastructure

**Major Program and Service Initiatives Planned for 2013-14**

- The Department of Executive participates in and provides support to the Social Envelope Committee and supports the multi-departmental working group led by the Department of Justice on Improving Mental Health and Wellness Services in the Justice System.

### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2013-14 Main Estimates	2012-13 Revised Estimates	2012-13 Main Estimates	2011-12 Actuals
Operations Expense				
Directorate	6,810		10,086	835
Ministers' Offices	3,579		2,970	3,230
Executive Operations	7,353		6,650	7,355
Cabinet Support	2,474		3,156	2,961
Total Operations Expense	20,216		22,862	14,381
Revenues	6,071		2,042	319

#### HUMAN RESOURCE SUMMARY

	Proposed 2013-14	2012-13	2011-12	2010-11
Total Number of Positions	81	80	69	68

## Appendix I – Financial Information

Operations Expense Summary

	2012-13 Main Estimates	PROPOSED ADJUSTMENTS					2013-14 Business Plans
		FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
<b>Directorate</b>							
Office of the Secretary to Cabinet	739						739
Devolution - Negotiations	3,276				(3,230)	(46)	0
Devolution - Implementation	6,071						6,071
<b>Total Activity 1</b>	<b>10,086</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,230)</b>	<b>(46)</b>	<b>6,810</b>
<b>Ministers' Offices</b>							
Premiers Office	1,214						1,234
Ministers Offices	1,756						1,756
Communications	554					(95)	459
Protocol	150						150
<b>Total Activity 2</b>	<b>3,674</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(95)</b>	<b>3,579</b>
<b>Executive Operations</b>							
Strategic Planning	1,988						1,988
Corporate Services	1,144					141	1,285
Bureau of Statistics	869		562				1,431
Program Review	720						720
Regional Operations	1,929						1,929
<b>Total Activity 3</b>	<b>6,650</b>	<b>0</b>	<b>562</b>	<b>0</b>	<b>0</b>	<b>141</b>	<b>7,353</b>
<b>Cabinet Support</b>							
Cabinet Secretariat	939						939
Legislation & House Planning	335						3335
Women's Advisory	993		22				1,015
Commissioners Office	185						185
<b>Total Activity 4</b>	<b>2,452</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,474</b>
<b>TOTAL DEPARTMENT</b>	<b>22,862</b>	<b>0</b>	<b>584</b>	<b>0</b>	<b>(3,230)</b>	<b>0</b>	<b>20,216</b>

Explanation of Proposed Adjustments to Operations Expense

Key Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Directorate</b>						
Directorate	Collective Agreement (2012-13 Impact)					
Directorate	Collective Agreement (2013-14 Impact)					
		0	0	0	0	0
Devolution-Negotiations	Negotiations are anticipated to be complete within the 2012-13 fiscal year				(3,230)	
Devolution-Negotiations	Internal Reallocation to assist with increased workload related to Devolution					(46)
		0	0	0	(3,230)	(46)
Devolution-Implementation	Collective Agreement (2012-13 Impact) <i>*includes Devolution - Negotiations</i>					
Devolution-Implementation	Collective Agreement (2013-14 Impact)					
		0	0	0	0	0
	<b>Total for Directorate</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,230)</b>	<b>(46)</b>
<b>Ministers Offices</b>						
Premiers Office	Collective Agreement (2012-13 impact)					
Premiers Office	Collective Agreement (2013-14 impact)					
Ministers Offices	Collective Agreement (2012-13 impact)					
Ministers Offices	Collective Agreement (2013-14 impact)					
Communications	Collective Agreement (2012-13 impact)					
Communications	Collective Agreement (2013-14 impact)					
Communications	Internal Reallocation due to restructure of division and transfer of Division to Ministers Office	0	0	0	0	(95)
Protocol	Collective Agreement (2012-13 impact)					
Protocol	Collective Agreement (2013-14 impact)					
		0	0	0	0	(95)
	<b>Total for Ministers' Offices</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(95)</b>

Key Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Executive Operations</b>						
Strategic Planning	Collective Agreement (2012-13 impact)					
Strategic Planning	Collective Agreement (2013-14 impact)					
		0	0	0	0	0
Corporate Services	Collective Agreement (2012-13 impact)					
Corporate Services	Collective Agreement (2013-14 impact)					
Corporate Services	Internal Reallocation to assist with increased workload related to Devolution					46
	Internal Reallocation due to restructure of Communications Division and increased workload with Corporate Services					95
		0	0	0	0	141
Bureau of Statistics	Collective Agreement (2012-13 impact)					
Bureau of Statistics	Collective Agreement (2013-14 impact)					
Bureau of Statistics	Sahtu Oil and Gas Omnibus - Enhanced Monitoring and Analysis		137			
Bureau of Statistics	NWT Community Survey		425			
		0	562	0	0	0
Program Review	Collective Agreement (2012-13 impact)					
Program Review	Collective Agreement (2013-14 impact)					
		0	0	0	0	0
Regional Operations	Collective Agreement (2012-13 impact)					
Regional Operations	Collective Agreement (2013-14 impact)					
		0	0	0	0	0
	<b>Total for Executive Operations</b>	<b>0</b>	<b>562</b>	<b>0</b>	<b>0</b>	<b>141</b>
<b>Cabinet Support</b>						
Cabinet Secretariat	Collective Agreement (2012-13 impact)					
Cabinet Secretariat	Collective Agreement (2013-14 impact)					
		0	0	0	0	0
Legislation & House Planning	Collective Agreement (2012-13 impact)					
Legislation & House Planning	Collective Agreement (2013-14 impact)					
		0	0	0	0	0

Key Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
Women's Advisory	Collective Agreement (2012-13 impact)					
Women's Advisory	Collective Agreement (2013-14 impact)					
Women's Advisory	Increase to Women's Advisory Contributions	0	22	0	0	0
		0	22	0	0	0
Commissioner's Office	Collective Agreement (2012-13 impact)					
Commissioner's Office	Collective Agreement (2013-14 impact)					
			0	0	0	0
	<b>Total for Cabinet Support</b>	<b>0</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL PROPOSED ADJUSTMENTS</b>	<b>0</b>	<b>584</b>	<b>0</b>	<b>(3,230)</b>	<b>0</b>

**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

Revenue Item	(thousands of dollars)	
	2012-13 Main Estimates	2013-14 Business Plans
<b>Transfer Payments:</b>		
Federal Government Contributions to support activities between Devolution Agreement in Principle and Final Agreement	\$ 2,000	6,071
<b>Grant-in-Kind:</b>		
Tapwe Building	42	-



**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2012-14 Business Plan**

(thousands of dollars)							
Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Re-allocation	2013-14 Business Plan
<b>Directorate</b>							
Devolution Negotiations - Grants for Aboriginal Organization Participation	Negotiations anticipated to be complete in the 2012-13 fiscal year	1,266			(1,266)		0
<b>Total for Directorate</b>		1,266	0	0	(1,266)	0	0
<b>Cabinet Support</b>							
Women's Advisory - Grant-in-Kind: Native Women's Assoc	Transferring remainder of Grant-in-kind funding to contribution agreement as the Tapwe Building was set to be demolished in July 2012	42				-42	0
Women's Advisory - Contribution: Native Women's Assoc	Increase to base funding due to increases in Salary & O&M						
Women's Advisory - Contribution: Status of Women Council	Transferring remainder of Grant-in-kind funding to contribution agreement as the Tapwe Building was set to be demolished in July 2012.	363	11			42	416
	Increase to base funding due to increases in Salary & O&M	368	11				379
<b>Total for Cabinet Support</b>		773	22	0	0	0	795
<b>TOTAL PROPOSED ADJUSTMENTS</b>		2,039	22	0	(1,266)	0	795

## Appendix II – Human Resources Reconciliation

### Position Changes: 2012-13 Main Estimates to 2013-14 Business Plans EXECUTIVE

	Number of Positions	Location	Total
<b>2012-2013 Main Estimates</b>	80	-	80
<b>Reductions:</b>			
Executive Director - Devolution Negotiations	(1)	HQ	(1)
Expert Policy Advisor	(1)	HQ	(1)
<b>Forced Growth:</b>			
Senior Analyst - Bureau of Statistics	1	HQ	1
<b>Internal Reallocation:</b>			
<b>New Positions:</b>			
Legislative Policy Analyst - Devolution	1	HQ	1
Legislative Policy Analyst - Devolution	1	HQ	1
<b>Total Proposed Positions 2013-14 Business Plan</b>	-	-	81
<b>Increase (Decrease)</b>			1

**Note:**

The Department of Executive is also providing funding to Departments for the following positions in 2013-14 in support of devolution implementation activities, which will sunset on March 31, 2014:

Records Analyst (PWS)	Devolution Coordinator (ENR)
Records Analyst (PWS)	Contaminated Sites Specialist (ENR)
Business Systems Analyst (ENR)	Devolution Coordinator (ITI)
Senior Project Manager - IT (ENR)	Legislative Counsel II (JUS)
Devolution Coordinator (MACA)	Legislative Counsel II (JUS)

### **Appendix III – Infrastructure Investments**

The Department of Executive has no planned infrastructure investments for 2013-14.

# FINANCE



# 1. DEPARTMENT DETAILS

## 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.

## OPERATING ENVIRONMENT

The global economic downturn had negatively impacted the Government of the Northwest Territories' (GNWT) fiscal position, as revenues have weakened. Despite this downturn, the GNWT was committed to help mitigate the decline in economic activity in the Northwest Territories (NWT) by significantly investing in infrastructure but ensuring the ongoing fiscal plan included measures to return the GNWT to a more sustainable path.

The NWT economy is showing signs of recovery from the global economic downturn; however, it has not returned to the pre-recessionary peak. Although the economic outlook for the NWT is good, the forecasted 2012 GDP is still about 20 per cent lower than the highs reached in 2007. At that time, when the two operating diamond mines were producing record carats and undertaking heavy construction and a third diamond mine was being built. To return to the peak economic activity reached in 2007 will require another large project. Projects such as Gahcho Kué, Prairie Creek and Pine Point will facilitate economic growth in the Deh Cho and South Slave. These and other future mines are critical to our economy over the medium term as our existing mines reach their half-lives.

As global economies recover, all levels of governments are facing new fiscal realities, such as, downgrades in credit ratings and insolvency issues.

Although the GNWT is one of the best managed jurisdictions in Canada, fiscal discipline is still required to keep our fiscal house in order to ensure:

1. Our Aa1 credit rating is maintained by continuing our commitment to the *Fiscal Responsibility Policy* by limiting borrowing for operating expenditures and reducing borrowing costs. A strong credit rating is not just about lower debt costs, it also signals a fiscally strong and stable environment for outside investment.
2. The GNWT stays within its federally imposed borrowing limit. The GNWT worked collaboratively with Canada to secure an increase to our borrowing limit from \$575 million to \$800 million. Although this provides the GNWT with the added flexibility to invest in capital, it is not as substantial as the new limit would suggest if fiscal discipline is not maintained.

The GNWT's borrowing is made up of both long-term and short-term debt. Most of the long-term debt is self-financing through user fees or ratepayers. The short-term debt needs to be carefully managed to ensure we have both the borrowing room and cash to pay for future investments.

The increase in infrastructure spending over the last few years required short-term borrowing. As the private sector rebounds, the GNWT will need to start reducing short-term borrowing and start to rebuild our cash to more sustainable levels. This means generating sufficient operating surpluses to repay short-term borrowing and fund a minimum of half of new capital investments with cash.

At the same time, the GNWT will need to recognize that returning to historical levels of infrastructure spending will not address its growing infrastructure deficit.

The GNWT has limited options for potential revenue growth in the near term. The Territorial Formula Financing Grant makes up 70 per cent of the GNWT's budget for programs and services. Although the federal Minister of Finance has assured the Territories that the formula will not change through to 2018-19, the Grant's growth will slow significantly because of stagnant population growth and restraint in provincial government spending. While work continues with Canada to secure federal transfers in priority areas such as health and infrastructure, the March 29<sup>th</sup> federal budget is a clear indication that new funding through federal transfers should not play a significant role in short-term fiscal planning.

In the absence of new opportunities to significantly grow revenues in the near future without adversely impacting NWT residents, a continued commitment to constrain expenditure growth is required. The increased borrowing limit will provide the opportunity to increase investment in capital during the last two years of the 17<sup>th</sup> Assembly; however, the GNWT will continue to incur short-term borrowing in order to do this. To ensure the GNWT continues to pay down short-term borrowing, and look at addressing the infrastructure deficit over the longer term, the GNWT's current fiscal strategy may need to be revised to constrain expenditure growth further and/or implement expenditure reductions. An increase to capital spending is not sustainable over the long term given the GNWT's minimal revenue growth projection over the next few years. Successful conclusion of a devolution final agreement would provide more revenue to the GNWT and could alleviate some of the fiscal pressures the GNWT is facing.



**KEY ACTIVITY 1: DEPUTY MINISTER'S OFFICE****Description**

The Deputy Minister's Office includes the Office of the Deputy Minister/Secretary of the Financial Management Board and the Policy and Planning 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.

**Other Initiatives*****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 finalized and will be submitted into the legislative review process in 2012. Drafting instructions and an analysis of corresponding regulation changes are also being finalized. 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. A legislative solution to the NEBS Pension Plan issues will require a partnership with the Government of Nunavut (GN). The GNWT will enter into a Memorandum of Understanding (MOU) for the purpose of expressing a commitment by both governments to develop legislation for the NEBS Pension Plan in both territories. A work plan has also been agreed to, which includes targeted timelines for the introduction of a legislative proposal in fiscal 2012-2013, and the passing of a NEBS bill during the 2013-14 fiscal year in both territories.

***Department Review***

The Department is currently undertaking a review to ensure that the model implemented when the Department of Finance and the Financial Management Board Secretariat amalgamated on April 1, 2009 is still effective, efficient and economical. As part of the review there may be a need to internally reallocate resources to better meet the operational needs of the Department. Any internal reallocation will be included in the Department's 2013-14 Main Estimates.

## KEY ACTIVITY 2: FISCAL POLICY

### Description

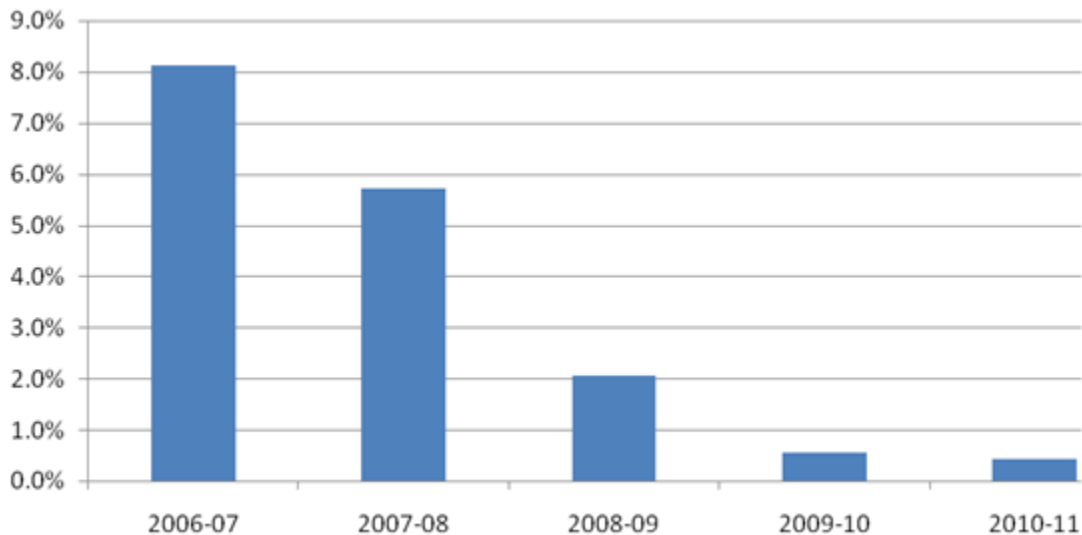
Fiscal Policy is responsible for providing research, analysis and recommendations on the fiscal policies of the government; monitoring economic conditions as they affect the government's fiscal position; providing macroeconomic research and policy advice; providing analysis and advice on Canadian and 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.

### Performance Measures

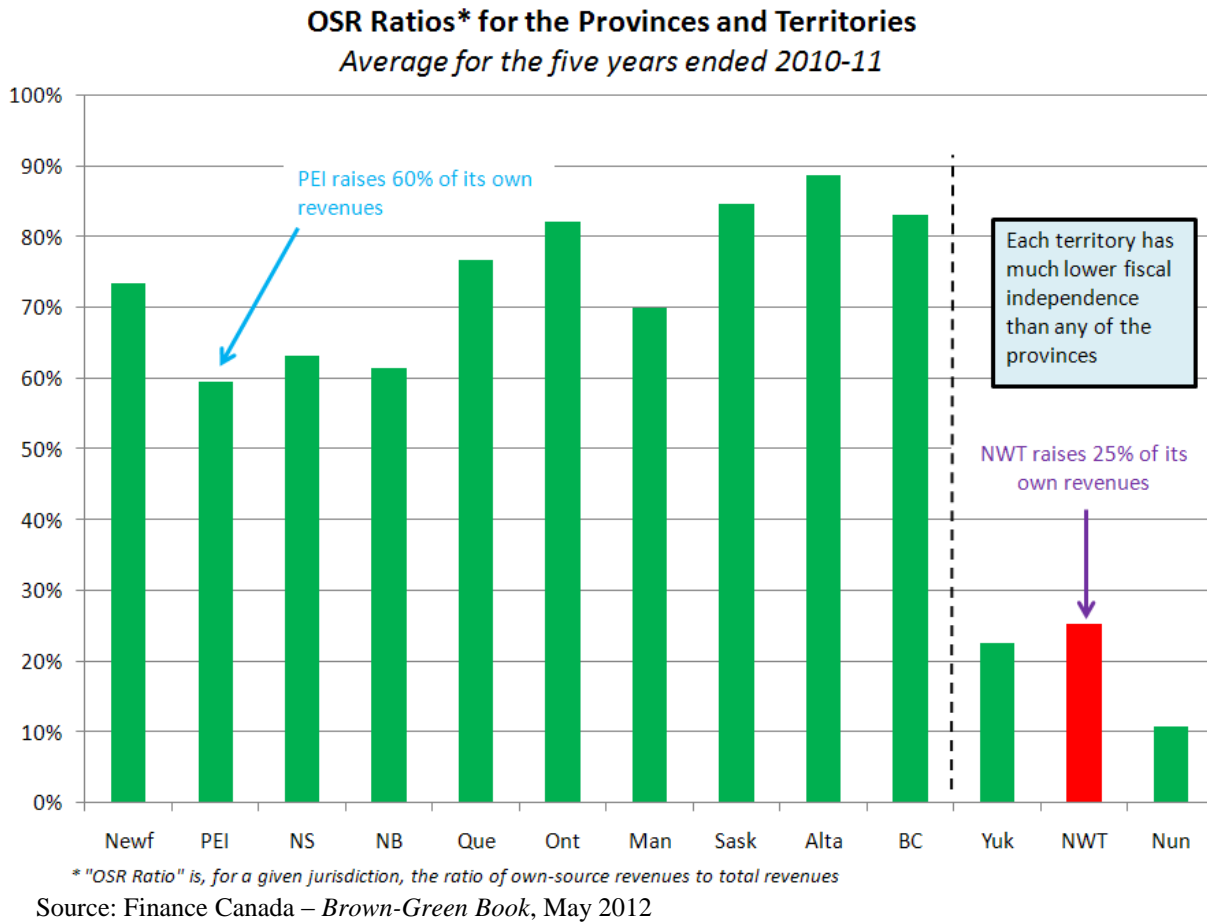
**Measure 1:** Regular, accurate forecasts of revenue are prepared so that the GNWT has the necessary information for budget planning and fiscal strategy.

- Over the past five years the budget forecasts have become more accurate.

#### *Main Estimates Revenue Variance from Actuals (Absolute Values)*



**Measure 2 – Fiscal independence – GNWT own source revenues as a per cent of total revenues**



Other Initiatives

**Macroeconomic Framework**

In advance of the drafting the *Economic Development Strategy* and *Mineral Development Strategy* announced in the 2012 Budget, Finance will take steps to further implement the existing *Macroeconomic Policy Framework*. The *Macroeconomic Policy Framework* is designed to support the GNWT in assessing the effect of GNWT policy and investment decisions on the NWT economy. With the finalization of the devolution agreement for the management of non-renewable resources to the GNWT, consideration of the criteria set out in the *Macroeconomic Policy* for making investment decisions will be more important. Work will be ongoing this year to support departments to consider these criteria in developing specific programs.

The economic indicators contained within the *Macroeconomic Policy Framework* have been tracked against their baseline values for the past five years and reported publically in the papers accompanying the annual *Budget Address*. A thorough review of the performance of the NWT economy as measured by these indicators is planned for the upcoming year. The review will consider potential improvements to the set of indicators.

***Revenue Stabilization Fund***

The GNWT typically derives over 70 per cent of its revenues from the Territorial Formula Financing (TFF) Grant from the federal government. Although the TFF arrangements are predictable revenues, the GNWT's dependence on this single revenue source leaves it vulnerable to sudden revenue shocks. This volatility limits the effectiveness of GNWT fiscal planning, and this, in turn, leads to the GNWT making reactive rather than strategic fiscal decisions. As announced in the 2012-13 Budget Address, Finance is investigating the possibility of a Revenue Stabilization Fund, similar to that in other provinces, to more actively manage sharp increases and decreases in revenues.

## KEY ACTIVITY 3: BUDGET, TREASURY, AND DEBT MANAGEMENT

### Description

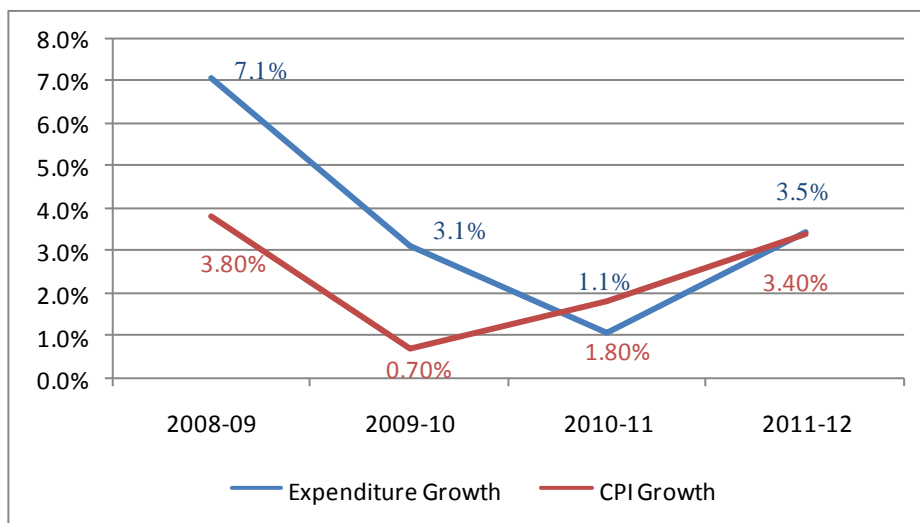
The Budget, Treasury and Debt Management Activity is responsible for the management of the government's financial resources to ensure that public funds are properly budgeted and monitored, that the return on investments is maximized, and the government's cash and debt management costs are minimized within required risk parameters. The Activity is also responsible for supporting the operations of the Financial Management Board (FMB), supporting the GNWT Public Private Partnership Policy and Management Framework, the GNWT Heritage Fund, 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.

### Performance Measures

#### Measure 1 - Disciplined Government Spending

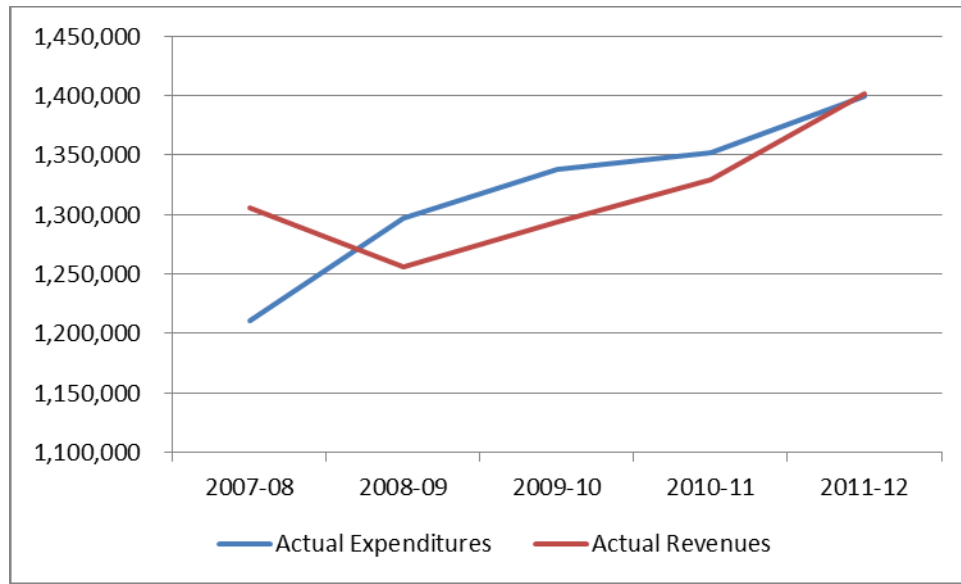
##### a) Sustainable operating spending growth

Goal: Operating spending less than growth in the Consumer Price Index



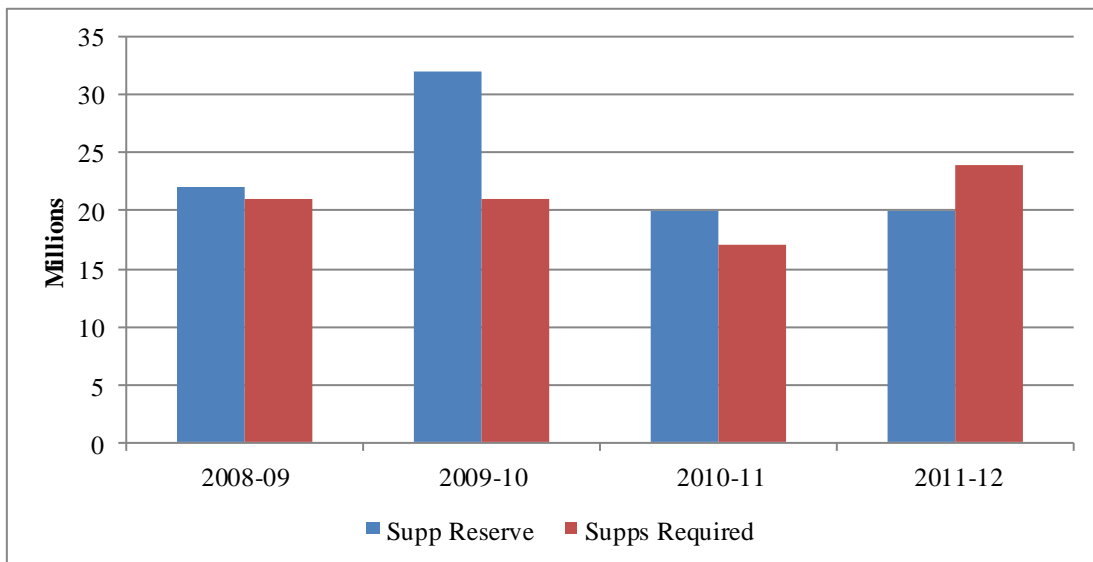
Source: Non-Consolidated Public Accounts and CPI for Yellowknife

b) Revenue and operating expenditures



Source: Non-Consolidated Public Accounts

c) Amount Over/Under the Supplementary Appropriation Reserve



**Measure 2 - Tax assessments for non-compliance with tax statuses**

- A measure of the effectiveness of the Tax Audit function over a year

Fiscal Year	Number of Audits	Number of Audits with additional assessments	Additional Assessment Dollars
2008-2009	21	3	\$17,754
2009-2010	36	7	\$303,801
2010-11	36	12	\$782,847
2011-12	54	20	\$343,470

**Measure 3 - Compliance with the GNWT's Fiscal Responsibility Policy**

- The Fiscal Responsibility Policy contains performance criteria on fiscal management and borrowing:

a) **Debt to Revenue** – A decreasing ratio is a positive indicator that the rate of increase in revenue exceeds the rate of increase in debt.

Goal: In the lowest 4 among provinces and territories

- 2008-09: 23.8% 3<sup>rd</sup> lowest among provinces/territories
- 2009-10: 24.3% 3<sup>rd</sup> lowest among provinces/territories
- 2010-11: 22.6% 3<sup>rd</sup> lowest among provinces/territories

b) **Debt per Capita** – A measure of the debt burden on a per person basis. A decreasing ratio reflects a decreasing debt burden, hence a positive indicator.

Goal: In the lowest 5 among provinces and territories

- 2008-09: \$7,610 5<sup>th</sup> lowest among provinces/territories
- 2009-10: \$7,932 5<sup>th</sup> lowest among provinces/territories
- 2010-11: \$7,624 5<sup>th</sup> lowest among provinces/territories

c) **Debt Servicing Costs** – Non-consolidated debt interest less investment income from sinking funds on non-consolidated debt.

Goal: In the lowest 4 among provinces and territories

- 2008-09: \$8,255,000 2<sup>th</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 Payments as a per cent of Revenues** – An indicator of the extent to which revenues are being applied to debt charges rather than to programs and services, or resources that could otherwise be devoted to reducing taxes.

Goal: Not to exceed 5% 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 revenue grow is not exceeding rate of growth of debt.

Goal: In the lowest 4 among provinces and 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: In the lowest 5 among provinces and territories

- 2008-09: \$697 3<sup>rd</sup> lowest among provinces/territories
- 2009-10 \$5,118 4<sup>th</sup> lowest among provinces/territories
- 2010-11 \$8,725 5<sup>th</sup> lowest among provinces/territories

#### Measure 4 - GNWT Credit Rating

A measure of sound fiscal policies, adherence to these policies and current and future debt burden:

- Goal – maintenance of current investment grade rating
  - 2008-09: Aa1 (Moody's)
  - 2009-10: Aa1 (Moody's)
  - 2010-11: Aa1 (Moody's)

#### Other Initiatives

##### ***Fiscal Strategy***

The establishment of a fiscal strategy is an essential element of the government's planning effort. The current fiscal strategy calls for a return to surpluses to pay down the short-term borrowing incurred for capital investments over the past few years and to generate cash to invest in future infrastructure projects.

In order to return to a cash surplus, the 2013-14 fiscal strategy includes the following key components:

- Expenditure growth, net of compensation increases, will be capped at 2 per cent for both forced growth and new initiatives.
- Capital investment in core GNWT, community and housing infrastructure will continue to be funded at \$137.5 million for 2013-14. It is expected that in 2014-15 and 2015-16 the capital investment funding will be increased by an additional \$100 million.
- Short term debt will be used temporarily until cash resources are recovered through surpluses over the next few years.

##### ***Debt Management 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 to appropriately manage debt over the short, medium and long term.



***Tax Administration***

An ongoing initiative, expected to span two to three years, 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 from outside leads from the communities.

***Risk Management & Insurance***

Loss Control Surveys of 18 – 20 buildings were conducted in Norman Wells and Inuvik, with the participation of the GNWT's insurers and insurance brokers in June 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.

## KEY ACTIVITY 4: 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.

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.

### Performance Measures

**Measure 1** - Internal Audit Bureau provides internal audit service to all departments. In response to departmental needs, the nature of work undertaken by Internal Audit Bureau staff varies from year to year. The percentage of available audit staff time allocated to major categories indicates responsive of the Internal Audit Bureau to department needs:

Categories	2008-09	2009-10	2010-11	2011-2012
Operational audits	35%	25%	32%	23%
Information technology audits	20%	29%	17%	16%
Other consulting and audit hours	3%	3%	4%	11%
Special audits	3%	13%	17%	20%
Other indirect hours	24%	19%	22%	23%
Professional Development hours	15%	11%	8%	7%

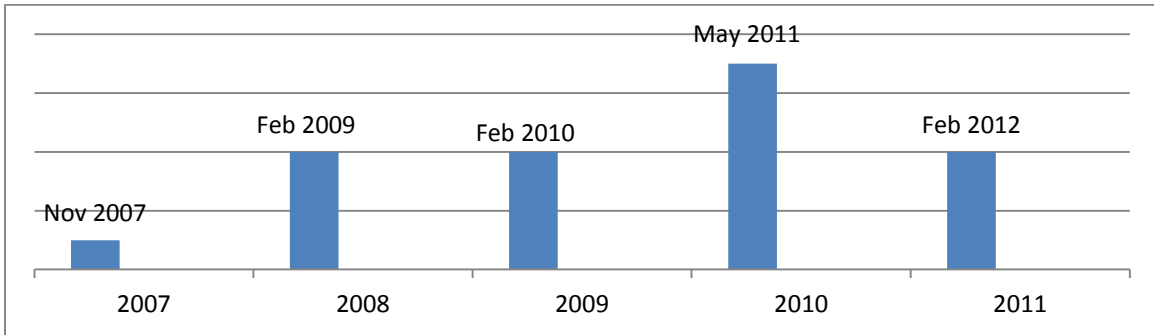
**Measure 2** – Detection of loss of GNWT Assets through suspected or proven unlawful and irregular activities.

Fiscal Year	Client Irregularities	Employee Irregularities	Total Irregularities
2008-09	\$2,100	\$1,317	\$3,417
2009-10	\$44,188	\$11,318	\$55,506
2010-11	\$54,999	\$3,088	\$58,087

\*Client irregularities include activities by GNWT program and service clients

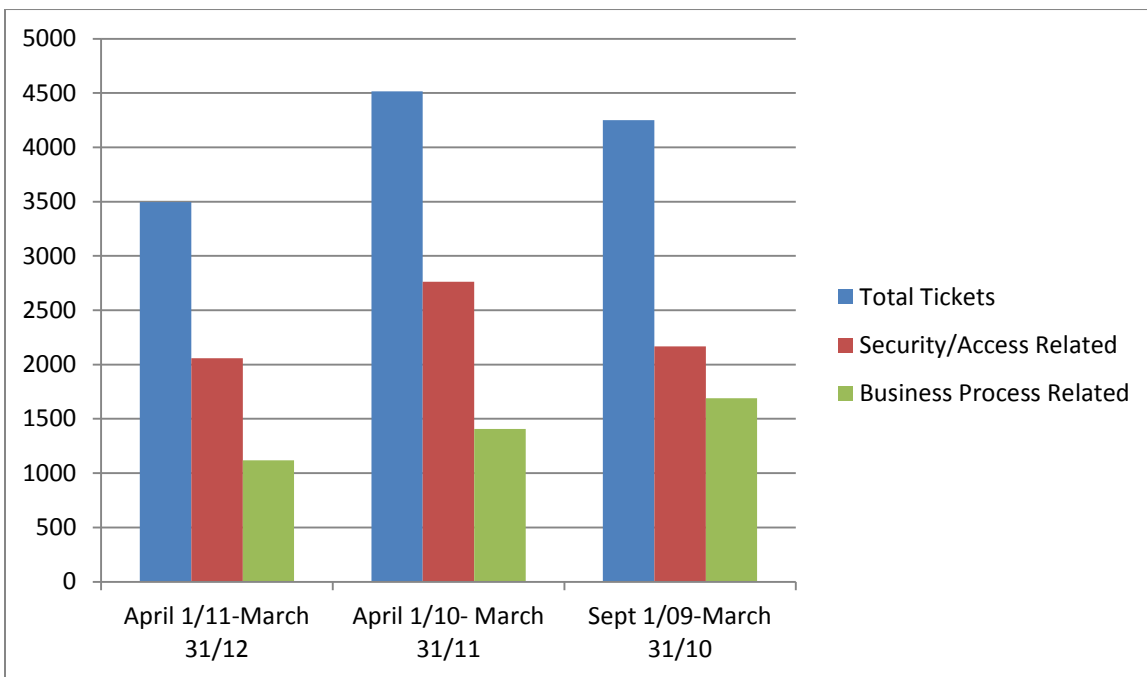
\*Employee irregularities include activities specific to GNWT employees

**Measure 3 - Timeliness of the publication of Public Accounts**



**Measure 4 - Evidence of training sessions to support employees' knowledge of financial procedures, policies and directives**

- SAM Help Desk Usage as reduced since implementation as illustrated in the following table:



\*help desk tickets are classified as security/access related when they relate to password resets and new users. Business process type tickets relate to system users experiencing issues normally related to incorrect actions taken.

## Other Initiatives

### ***PeopleSoft Systems Support***

In compliance with direction from the Financial Management Board (FMB) the Department of Finance and the Department of Human Resources will be working collaboratively to explore options for managing back end technical and functional support of the two PeopleSoft systems.

### ***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.

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 (NWT HC). 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 September 2012 in the Beaufort Delta Region initially. Funding to support the implementation in the Beaufort Delta Region will be coming forward to the Legislative Assembly in a Supplementary Appropriation during the October 2012 session. The remaining regions will be phased in over the 2013-14 fiscal year, with headquarters phased in during fiscal 2014-15. Funding for minor office renovations and fit up will be required to support the regional office implementation. Funding to support further implementation of FSS will be coming forward in future years for approval.

## **KEY ACTIVITY 5: 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 informatics strategy. The strategy guides 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 coordination and oversight of the Canadian Radio & Telecommunications Commission (CRTC) and ensures representation before the CRTC on matters affecting both NWT residents and businesses.

The OCIO serves as the GNWT's senior authority on corporate activities associated with Information Systems (IS), Information Technology (IT) and the management of information (IM). The OCIO provides strategic and operational advice to the Informatics Policy Council (IPC), and ensures strategy and policy implementation is undertaken in a timely and consistent manner. Other activities include;

- Collaborate with departments on development of strategic and policy frameworks;
- Provide day-to-day guidance regarding strategy and policy implementation;
- Coordinate all corporate-level processes pertaining to the IM/IS/IT environment;
- Provide governance support for and coordinate the flow of information to the IPC.

### **Performance Measures**

The OCIO is a central agency, providing corporate oversight and guidance on the implementation of corporate strategy related to Information Systems and Technology and associated policies governing IM/IS/IT. The OCIO is working to establish better outcomes for corporate IM/IS/IT activities, but has limited control over the outcomes of departmental activities as departments have direct responsibility for these areas. As such, it can be difficult to measure performance against expected outcomes when responsibility for those outcomes rests with each individual department.

Finance, through the OCIO, also takes on an advocacy role with respect to Telecommunications issues in the north and represents residents and businesses in proceedings with the Canadian Radio-television and Telecommunications Commission. The OCIO is in the best position to take on this activity as we regularly deal with Canada and the private sector on broadband issues, as well as cellular and terrestrial landline phone services.

#### **Measure 1: Knowledge Management Strategy Implementation**

- The OCIO is responsible for leading the development and implementation of the GNWT's corporate strategy related to Information Systems and Technology. The OCIO and IPC began development of a renewed Knowledge Management Strategy (KMS) in 2011-12 which will be ready to bring forward for Financial Management Board (FMB) approval in late 2012-13. The renewed KMS reflects changes in both the business and the technological environment, which have occurred since the development of the original KMS in 2002. This measure is intended to demonstrate progress made towards finalizing the strategy, development of an implementation plan outlining specific initiatives to be implemented

along with timelines for implementation, assigning ownership to specific initiatives, and obtaining approval and signoff.

- The OCIO will lead the implementation of specific initiatives and will engage with departments to identify innovative ways to improve service delivery, with oversight provided by the IPC.
- As a component of the KMS, the OCIO is also responsible for the oversight and implementation of the GNWT's Strategic Security Plan, a plan designed to implement information security best practices, tools and techniques, to ensure the organization's information assets (systems and technology infrastructure) are protected, safe and secure.

	<b>Progress</b>
<b><i>Knowledge Management Strategy</i></b>	
Develop a revised Knowledge Management Strategy to provide direction for IM/IS/IT next	<i>Completed</i> June 2012
Identification, prioritization of initiatives & associated performance measures	<i>In-Progress</i> Est. completion Aug/Sept 2012
Obtain approval of the Informatics Policy Council (IPC)	Est. completion Sept 2012
Obtain approval of the Financial Management Board (IPC)	Est. completion Oct/Nov 2012
<b><i>Strategic Security Plan</i></b>	
Define strategic security plan and revise policy	<i>Completed</i> 2010-11
Rollout data encryption for all GNWT laptops	<i>Completed</i> 2011-12
Perform environmental scan and current state analysis of security in IS and IT environments	Est. completion Dec 2012
Define new security requirements and revise policy	Est. completion Mar 2013
Implement government-wide information security awareness program	Est. completion Aug 2013
Develop and implement a common Security Incident Response procedure and tracking methodology	Est. completion Dec 2013-14
Development of Business Continuity Plan framework for departments	Est. completion Mar 2014

**Measure 2 – GNWT Participation in CRTC Regulatory Matters**

- The OCIO is responsible for the ongoing monitoring of and participation in CRTC regulatory matters. These measures are designed to identify the key issues which come up throughout the year, which the GNWT intervene on behalf of residents and businesses of the NWT. The GNWT's goal is to ensure that the interests of NWT residents, businesses and GNWT 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, satellite and broadband). The key activities regarding CRTC regulatory matters are:
  - Improve GNWT awareness of the CRTC regulatory environment;
  - Identify issues of concern to the GNWT arising from CRTC regulatory actions;
  - Develop and present the GNWT's positions on matters, as needed.

Note: future year estimates are difficult to determine, as most items in front of the TSC are not planned in advance, but are dealt with on an *as and when needed* basis.

	2011-12	2012-13
Number of CRTC regulatory decisions reviewed for impacts	4	8
Number of analysis documents, positions papers or recommendations presented	3	6
Number of CRTC meetings, hearings or briefings attended or submitted comments on	2	4

**Other Initiatives*****Mackenzie Valley Fibre Link***

The OCIO is working closely with the Deputy Secretary to FMB on the Mackenzie Valley Fibre Link (MVFL) project to ensure the project continues to move forward through the business case development, and to subsequent phases. The OCIO is providing technology oversight and advice to the project, and is handling project coordination activities until a P3 Project Leader is identified. Once constructed and operational, the GNWT's data communications network (DCN) will move onto the MVFL.

***Strategic Security Plan Implementation***

The implementation of a Strategic Security Plan is essential to ensure that the information assets held in trust by the GNWT are secured, in accordance with legislative and policy requirements. The plan will guide the implementation of security best practices, tools and methodologies to protect electronic information, to withstand scrutiny of internal and external audits and be cost effective and justifiable.

The ongoing activities in 2013-14 will include the completion of the environmental security scan of the GNWT's technology infrastructure and application systems, 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 plan for 2013-14.

The Technology Service Centre (TSC) was previously approved for two positions to support implementation of the GNWT's Strategic Security Plan. After further analysis of the positions, the TSC and OCIO feel these positions are better positioned under the OCIO in the Department of Finance. These positions require broader security knowledge in all areas of IM/IS/IT, with a scope of responsibility exceeding the IT environment managed by the TSC. Public Works and Services will work with Finance to facilitate the transfer of these positions for 2013-14.

***Electronic Records and Document Management System (ERDMS)***

The OCIO took on a lead coordinating role for 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 through 2013-14, the OCIO will continue to lead the implementation of the solution in the three additional departments; Environment and Natural Resources, Industry Tourism & Investment and Municipal and Community Affairs.

***Mobile Device Strategy***

IPC has requested the OCIO develop a government-wide Mobile Device Strategy to guide the future implementation and integration of mobile devices into the workplace. The OCIO led the implementation of a pilot project for using tablets in late 2011-12. The success of the pilot has been well received and provided a good opportunity to learn lessons which can be incorporated into the broader strategy for mobile devices in general. This will also look at and provide guidance for the potential of employees using their personal devices for connecting to corporate email and services.



## KEY ACTIVITY 6: LIQUOR REVOLVING FUND

### Description

The Liquor Revolving fund is established under the *Liquor Act* and provides working capital to finance the operation of the Liquor Licensing Board, Liquor Licensing and Enforcement and the Liquor 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.

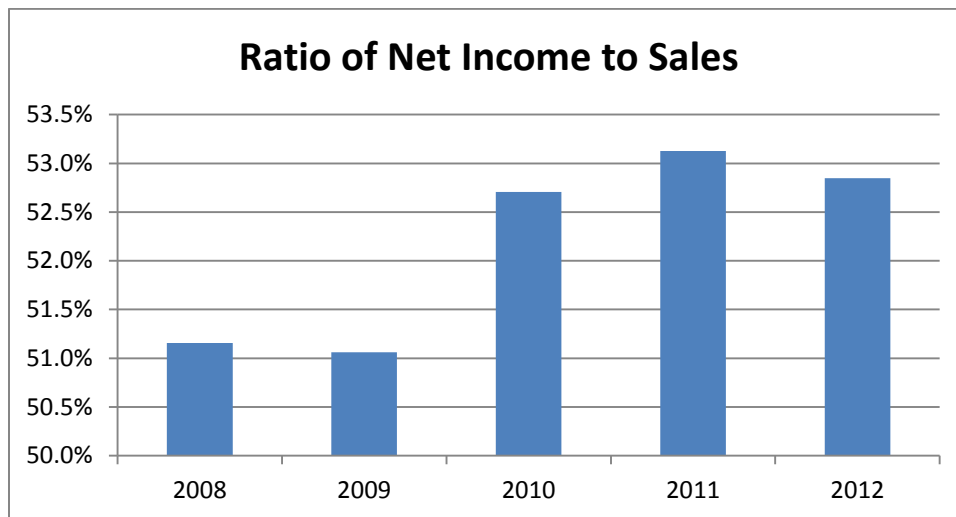
Liquor Licensing and Enforcement is responsible for the enforcement of the *Act* and to provide training to licensees and permit holders on their obligations under the *Act*. Communities wishing to exercise their options under the *Liquor Act* receive assistance from Licensing and Enforcement.

The Liquor Commission is responsible for the purchase, warehousing, distribution and sale of all alcoholic beverages.

### Performance Measures

**Measure 1** – Liquor net income ratio will be equal to at least 50 percent of gross liquor revenue

- The net income ratio, (net surplus to sales) provides a measurement of ongoing profitability. In 2012 the net income ratio was 52.8% of sales.



**Measure 2** - Number of alcohol awareness and responsible use campaigns in the fiscal year

- During the fiscal year the Liquor Commission participated on the Canadian Liquor Jurisdictions' Social Responsibility (SR) Committee, worked to provide products that are socially responsible, and incorporated responsible messaging into product sales. In addition the Liquor Commission actively promoted the following seven (7) 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).
- The Liquor Licensing and Enforcement division also conducts server training. Training is voluntary for liquor license holders.
- The following table illustrates the number of SR programs as well as server training participants:

	2008	2009	2010	2011	2012
Number of SR Programs	6	6	6	7	7
Server Training Participants	85	97	106	240	153

**Other Initiatives*****Liquor Commission***

Store Contracts in Yellowknife, Inuvik, Norman Wells and Fort Simpson will be expiring within the next three years. An assessment of the store models performance will be undertaken and changes in the local and regulatory environment will be considered prior to proceeding with procurement. An investigation of liquor store requirements will be conducted and business models will be developed that will deliver best result 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 store and liquor sales and distribution.

Liquor legislation, regulation and policy will be reviewed with a view to identifying changes that will facilitate successful liquor manufacturing in the Northwest Territories.

***Liquor Licensing and Enforcement***

Liquor Licensing and Enforcement (LLE) will continue to educate licensees and their staff on the *Liquor Act* via a variety of mediums. Electronic or hard copies of the *Liquor Act* and Regulations along with the licensee manual will be provided to all license holders.

An enhanced emphasis will be placed on communications to license holders through the creation of a communications officer position which will be located in Hay River. A newsletter will be distributed to all license holders with valuable information on a quarterly basis.

Server training will continue to all license holders' staff as well as permitted events where 500 or more persons are expected to attend.

Communities wishing information on holding a plebiscite or request to have the community or a portion of the community temporarily prohibited will be contacted within 48 hours after the request is received

## 2. RESPONDING TO PRIORITIES

### PRIORITY 1 - BUILD A STRONG AND SUSTAINABLE FUTURE FOR OUR TERRITORY

#### Description

- Achieving an increase to our borrowing limit
- Negotiating and implementing a devolution final agreement

#### Major Program and Service Initiatives Planned for 2013-14

##### ***Territorial Borrowing Limit***

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.

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, following the release of regulations outlining the new definition by Finance Canada.

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

Discussions towards a final Devolution Agreement will continue, led by the Department of the Executive. Finance will assist in financial negotiations, particularly those related to the determination of net fiscal benefit from the transfer of non-renewable resource revenues.

### PRIORITY 3 – STRENGTHEN AND DIVERSIFY OUR ECONOMY

#### Description

- Making strategic infrastructure investments such as:
  - Mackenzie Valley Fibre Optic Link

#### Major Program and Service Initiatives Planned for 2013-14

##### ***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 Public-Private Partnerships (P3) Canada that its application for consideration under Round 3 of their funding program was approved. P3 Canada determined the MVFL project to meet all of their qualifying criteria and believe the project has P3 potential. The project was initially submitted under P3's Round 3 funding cycle; however, P3 Canada had requested additional information in the business case which resulted in some additional work to be performed on the business case. This work is presently underway and the GNWT will now be submitting the project under Round 4, in early September 2012. In accordance with the GNWT's P3 Policy, a Business Case analysis will be undertaken and used to assess the viability of the project.

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.

## **MEMBER PRIORITIES**

### **Description**

- Find new revenue sources

### **Major Program and Service Initiatives Planned for 2013-14**

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.

### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2013-14 Main Estimates	2012-13 Revised Estimates	2012-2013 Main Estimates	2011-12 Actuals
<b>Operations Expense</b>				
Deputy Minister's Office	78,357	83,821	83,571	68,903
Fiscal Policy	24,894	23,494	23,494	22,010
Budget, Treasury and Debt Management	11,488	11,567	11,567	11,626
Office of the Comptroller General	22,215	21,053	21,053	24,196
Office of the Chief Information Officer	2,126	2,436	2,436	1,201
<b>Total Operations Expense</b>	<b>139,080</b>	<b>142,371</b>	<b>142,121</b>	<b>127,936</b>
<b>Revenues</b>	<b>1,478,176</b>	<b>1,411,060</b>	<b>1,411,060</b>	<b>1,287,176</b>

#### HUMAN RESOURCE SUMMARY

	Proposed 2013-2014	2012-13	2011-12	2010-11
Employees – Finance	121	110	107	108
Employees – Liquor Revolving Fund	13	13	13	13
<b>Total Number of Employees</b>	<b>134</b>	<b>123</b>	<b>120</b>	<b>121</b>

## Appendix I – Financial Information

### Operations Expense Summary

	PROPOSED ADJUSTMENTS						2013-14 Business Plans
	2012-13 Main Estimates	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
	(\$000)						
<b>Deputy Minister's Office</b>							
Deputy Minister's Office	438	-	-	-	-	-	438
Policy & Planning	2,075	-	-	-	-	-	2,075
Contribution to NWT Power Corp	15,600	-	-	-	(6,200)	-	9,400
Contribution to NWT Housing Corp	65,458	-	1,540	-	(804)	-	66,194
Contribution to Heritage Fund	-	-	-	-	250	-	250
<b>Total Deputy Minister's Office</b>	<b>83,571</b>	<b>-</b>	<b>1,540</b>	<b>-</b>	<b>(6,754)</b>	<b>-</b>	<b>78,357</b>
<b>Fiscal Policy</b>							
Fiscal Policy	1,294	-	-	-	-	-	1,294
Cost of Living Tax Credit	21,000	-	1,400	-	-	-	22,400
NWT Child Benefit	1,200	-	-	-	-	-	1,200
<b>Total Fiscal Policy</b>	<b>23,494</b>	<b>-</b>	<b>1,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,894</b>
<b>Budget, Treasury, and Debt Management (BTDM)</b>							
Deputy Secretary	251	-	-	-	(5)	-	246
Management Board Secretariat	1,409	-	-	-	-	-	1,409
Treasury							
Management	472	-	-	-	-	(74)	398
Banking & Cash Management	5,275	-	-	-	-	-	5,275
Risk Management & Insurance	2,863	-	-	-	-	-	2,863
Tax Administration	1,297	-	-	-	-	-	1,297
<b>Total BTDM</b>	<b>11,567</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(5)</b>	<b>(74)</b>	<b>11,488</b>
<b>Office of the Comptroller General (OCG)</b>							
Comptroller General	279	-	-	-	-	-	279
Internal Audit Bureau	1,566	-	-	-	-	-	1,566
Accounting Services							
Management	416	-	-	-	-	-	416
SAM Sustainment	2,227	-	132	-	-	-	2,359
Financial Reporting and Collections	981	-	-	-	-	-	981
Policy & Systems	134	-	-	-	-	-	134
Territorial Power Subsidy Program	11,085	-	-	-	-	-	11,085
Financial Shared Services	2,420	-	199	-	831	-	3,450
Amortization	1,945	-	-	-	-	-	1,945
<b>Total OCG</b>	<b>21,053</b>	<b>-</b>	<b>331</b>	<b>-</b>	<b>831</b>	<b>-</b>	<b>22,215</b>
<b>Office of the Chief Information Officer (OCIO)</b>							
OCIO	2,181	-	-	-	(384)	74	1,871
Falcon Contribution	100	-	-	-	-	-	100
Amortization	155	-	-	-	-	-	155
<b>Total OCIO</b>	<b>2,436</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(384)</b>	<b>74</b>	<b>2,126</b>
<b>Total - Department of Finance</b>	<b>142,121</b>	<b>-</b>	<b>3,271</b>	<b>-</b>	<b>(6,312)</b>	<b>-</b>	<b>139,080</b>

Explanation of Proposed Adjustments to Operations Expense

Key Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Deputy Minister's Office</b>						
Policy & Planning	Transfer of funds from the Consolidated Revenue Fund to the Heritage Fund				250	
Contribution to NTPC	NTPC - General Rate Application Revenue Shortfall Contribution				(6,200)	
Contribution to NWTHC	Information Technology Tools and Supports for LHOs				(58)	
	Energy Efficiency Upgrades for Public Housing (Energy Initiatives)				(700)	
	Local Housing Organization Property Taxes and Leases		156			
	Local Housing Organization Heating and Water & Sanitation Costs		374			
	Canada Mortgage and Housing Corporation Declining Federal Funding		1,010			
	Implementation of Financial Shared Services in the Beaufort- Delta				(46)	
	<b>Total Deputy Minister's Office</b>	<b>-</b>	<b>1,540</b>	<b>-</b>	<b>(6,754)</b>	<b>-</b>
<b>Fiscal Policy</b>						
Fiscal Policy	Increase in Cost of Living Tax Credit		1,400			
	<b>Total Fiscal Policy</b>	<b>-</b>	<b>1,400</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Budget, Treasury, and Debt Management (BTDM)</b>						
Deputy Secretary	Deh Cho Diamonds - foregone interest				(5)	
	Administrative Assistant - Internal Transfer					(74)
	<b>Total BTDM</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(5)</b>	<b>(74)</b>
<b>Office of the Comptroller General (OCG)</b>						
SAM Sustainment	SAM Server Support (TSC Chargeback)		132			
Financial Shared Services	FSS Beaufort Delta Implementation - Processing Utility Payments		199			
Financial Shared Services	Implementation of Financial Shared Services in the Beaufort- Delta - Departmental Budget Transfers				831	
	<b>Total OCG</b>	<b>-</b>	<b>331</b>	<b>-</b>	<b>831</b>	<b>-</b>
<b>Office of the Chief Information Officer (OCIO)</b>						
OCIO	Electronic Records - end user training				(184)	
	Security Strategy Implementation				(200)	
	Administrative Assistant - Internal Transfer					74
	<b>Total OCIO</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(384)</b>	<b>74</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>-</b>	<b>3,271</b>	<b>-</b>	<b>(6,312)</b>	<b>-</b>



**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

Revenue Item	(thousands of dollars)	
	2012-13 Main Estimates	2013-14 Business Plans
<b>GRANT FROM CANADA</b>	<b>1,070,023</b>	<b>1,117,250</b>
<b>TRANSFER PAYMENTS</b>		
Canada Health Transfer	29,552	31,479
Canada Social Transfer	15,003	15,326
	<b>44,555</b>	<b>46,805</b>
<b>TAXATION REVENUES</b>		
Personal Income Tax	90,441	104,683
Corporate Income Tax	74,976	74,654
Tobacco Tax	17,326	17,058
Fuel Tax	16,586	18,411
Payroll Tax	41,488	42,170
Property Taxes and School Levies	25,440	26,154
Basic Insurance Premium Tax	4,100	4,400
Fire Insurance Premium Tax	300	315
	<b>270,657</b>	<b>287,845</b>
<b>GENERAL REVENUES</b>		
Liquor Commission Net Revenues	24,628	25,099
Housing - Interest	2	1
NSF Handling Fees	4	4
Debt Settlement	4	-
Investment Interest	614	650
Insurance License Fees	420	435
	<b>25,672</b>	<b>26,189</b>
<b>RECOVERIES</b>		
Insured and Third Party Recoveries	60	-
Investment Pool Cost Recoveries	80	74
Property Tax Administrator Fee	13	13
	<b>153</b>	<b>87</b>
<b>TOTAL FINANCE</b>	<b>1,411,060</b>	<b>1,478,176</b>

**Liquor Revolving Fund – Financial Information**

	Proposed Main Estimates 2013-14	Revised Estimates 2012-13	Main Estimates 2012-13	Actuals 2011-12
	(\$000)			
Authorized Fund Limit	6,500	6,500	6,500	6,500
<b>OPERATING RESULTS</b>				
<b>Income</b>				
Liquor Sales	47,549	46,978	46,978	46,300
Less: Cost of goods sold	17,239	17,197	17,197	16,922
Gross profit from sale of liquor	<b>30,310</b>	<b>29,781</b>	<b>29,781</b>	<b>29,378</b>
Liquor Licensing fees	442	430	430	410
Other income	5	5	5	66
	<b>30,757</b>	<b>30,216</b>	<b>30,216</b>	<b>29,854</b>
<b>Liquor Commission Expenses</b>				
Agency Commissions	3,086	2,969	2,969	3,209
Compensation and Benefits	1,059	1,105	1,105	1,048
Other Expenses	836	875	875	679
<b>Liquor Licensing Board and Enforcement Expenses</b>				
Compensation and Benefits	382	360	360	369
Other Expenses	295	279	279	313
	<b>5,658</b>	<b>5,588</b>	<b>5,588</b>	<b>5,618</b>
<b>NET REVENUE</b>	<b>25,099</b>	<b>24,628</b>	<b>24,628</b>	<b>24,236</b>

**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2013-14 Business Plan**

(thousands of dollars)							
Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Re-allocation	2013-14 Business Plan
<b>Deputy Minister's Office</b>							
Contribution to NWTHC	Business Plan Adjustments	65,458	1,540	-	(804)	-	66,194
Contribution to NTPC	NTPC - General Rate Application Revenue Shortfall Contribution	15,600	-	-	(6,200)	-	9,400
NWT Heritage Fund	Heritage Fund Contribution	-	-	-	250	-	250
	<b>Total Deputy Minister's Office</b>	<b>81,058</b>	<b>1,540</b>	<b>-</b>	<b>(6,754)</b>	<b>-</b>	<b>75,844</b>
<b>Fiscal Policy</b>							
	Cost of Living Tax Credit	21,000	1,400	-	-	-	22,400
	NWT Child Benefit	1,200	-	-	-	-	1,200
	<b>Total Fiscal Policy</b>	<b>22,200</b>	<b>1,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>23,600</b>
<b>Budget, Treasury &amp; Debt Management</b>							
Deputy Secretary	Debt Settlement	6	-	-	(5)	(1)	-
	<b>Total BTDM</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>(5)</b>	<b>(1)</b>	<b>-</b>
<b>Office of the Comptroller General</b>							
Territorial Power Subsidy Program	TPSP	11,085	-	-	-	-	11,085
	<b>Total OCG</b>	<b>11,085</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,085</b>
<b>Office of the Chief Information Officer</b>							
	Falcon Contribution	100	-	-	-	-	100
	<b>Total CIO</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>
<b>TOTAL GRANTS AND CONTRIBUTIONS</b>		<b>114,449</b>	<b>2,940</b>	<b>-</b>	<b>(6,759)</b>	<b>(1)</b>	<b>110,629</b>

## Appendix II – Human Resources Reconciliation

### Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan

	Number of Positions	Location	Total
Finance	110		110
Liquor Revolving Fund	13		13
<b>2012-2013 Main Estimates</b>	<b>123</b>		<b>123</b>
<b>Reductions:</b>	-		-
<b>Forced Growth:</b>			
Accounting Clerk - FSS Utility Processing	1	Inuvik	1
Accounting Clerk - FSS Utility Processing	1	Inuvik	1
<b>Other Approved Adjustments:</b>			
Assistant Director, Beaufort Delta Ops. - FSS BeauDel Implementation	1	Inuvik	1
Manager, Financial Operations - FSS BeauDel Implementation	1	Inuvik	1
Senior Finance Officer - FSS BeauDel Implementation	1	Inuvik	1
Finance Officer - FSS BeauDel Implementation	1	Inuvik	1
Finance Officer - FSS BeauDel Implementation	1	Inuvik	1
Senior Accounting Clerk - FSS BeauDel Implementation	1	Inuvik	1
Senior Accounting Clerk - FSS BeauDel Implementation	1	Inuvik	1
Senior Accounting Clerk - FSS BeauDel Implementation	1	Inuvik	1
Accounting Clerk - FSS BeauDel Implementation	1	Inuvik	1
<b>Internal Reallocation:</b>	-		-
<b>New Positions:</b>	-		-
<b>Total Proposed Positions 2013-14 Business Plan</b>	<b>134</b>		<b>134</b>
<b>Increase (Decrease)</b>	<b>11</b>		<b>11</b>

## Appendix III – Infrastructure Investments

### ***Electronic Records & Document Management System (ERDMS)***

The Office of the CIO (OCIO) will continue to lead the implementation of the GNWT's standard ERDMS for the management of information resources. The OCIO has been leading the design, development, selection and implementation of the solution since its original inception in 2010-11 and concluded a pilot project implementation in the first department (Public Works and Services) in late 2011-12. The OCIO will continue to lead the implementation of this solution in three additional departments, beginning in late 2012-13 and continuing into 2013-14. This will involve the design, configuration, training and rollout of the solution to the three departments as follows; Environment and Natural Resources, Industry Tourism and Investment and Municipal and Community Affairs.

The department is then taking a one year break before implementing remaining departments, in order to allow time for the supporting department (Public Works and Services) to ensure there are ample supports in place before proceeding with implementation in all remaining departments. The OCIO and Records Management Unit of Public Works and Services are presently evaluating the ongoing resource requirements in order to support a full government-wide rollout of the solution, and will be presenting an ongoing sustainability plan to the Informatics Policy Council for consideration in late 2012-13.

**DEPARTMENT OF HEALTH AND  
SOCIAL SERVICES**

## **1. DEPARTMENT OVERVIEW**

### **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.

### **VISION**

Healthy people, healthy families, healthy communities

### **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

## **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 with the intention that they operate 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 are intended to provide 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 systems operational plans and serves as a road map to direct where we are going and how we will get there.



## **OPERATING ENVIRONMENT**

### ***Cost Drivers in the System***

The cost of delivering health care in Canada continues to grow; outstripping government revenues and threatening the health systems' ongoing sustainability. The growth in health care spending is largely attributable to the increased utilization of medical technologies, increased utilization and cost of pharmaceuticals, vaccines and blood products, health human resources, the increasing burden of chronic disease and to a smaller extent an aging population.

In the NWT, many of the factors driving cost and 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, the long-term impacts of residential schools, 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 and engage and empower communities to improve the quality of care and mitigate the impact and factors driving demand and cost of the health and social services system.

### ***Health Status of the Population***

Health status is, to a large extent, caused by the conditions under which we live our lives. These include our food choices, level of physical activity, use of alcohol, drugs and tobacco. Other determinants such as employment, working conditions, income, early childhood development, education, housing and the environment are also contributors.

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. Only 41% of the NWT population participates in enough physical activity to maintain good health. This compares to 53% for other Canadians. Similarly, the number of residents that report being overweight or obese in the NWT is 12% higher than for Canada. The NWT also fares poorly when comparing rates for smoking and alcohol use.

Between 2005 and 2007 the leading cause of death in the NWT were cancers and cardiovascular diseases followed by injuries and respiratory diseases. More than 70% of all deaths and 50% of all hospital days are attributable to chronic disease. These include conditions such as: diabetes, cancer, obesity, hypertension, heart disease, respiratory disease and conditions related to mental health and addictions.

In Canada, as in the NWT, mental health and addictions issues are prominent. In 2009 alone, Canadians spent over 3 million days in hospital for a mental health related issue. In the north, hospitalizations for mental health and addictions issues represent the tip of the iceberg of the population who suffers from depression, anxiety, substance abuse and other issues. The rate of NWT residents hospitalized, where a mental health issue was the primary or secondary reason, was 15.3 per 1,000 for 2010/11. In other words, in 2010/11, about 1.5% of the NWT population

was hospitalized for a mental health or addictions related issue<sup>1</sup>.

In order to improve the health status of the population the Department will need to focus on promotion and prevention, early childhood development, community based wellness initiatives and a chronic disease management model that incorporates education, prevention and self-care.

### ***Governance and Accountability Pressures***

As the prevalence of complex chronic diseases such as diabetes, cancers, and mental health and addictions increase, so too does the need for effective coordination, communication and accountability within the system. Patients and clients should not have to suffer delays in treatment due to administrative barriers. Improved accountability is required to ensure patients are not at risk for complications, medical error or duplicate tests, and that they flow seamlessly across service providers and regions as needed. We also need to develop the capacity to track patient outcomes so we know where our services can be improved.

The increasing demand for and cost of providing services also drives the need for improved efficiency, monitoring and reporting on system performance. In order to improve accountability within the system, we need clear measureable goals and targets accompanied by appropriate indicators that tell us if our targets are being achieved. We need a governance structure that promotes effectiveness and efficiency, which allows residents to have a voice in health quality improvement and keeps service providers accountable to those they serve.

### ***National Direction***

On July 26, 2012 - Premiers received the report of the Council of Federation Working Group on Health Care Innovation: *From Innovation to Action*. Recommendations from the report focuses on innovations that each province and territory can put to use to enhance patient care and improve value for taxpayers and include:

- Promoting the adoption of clinical practice guidelines for heart disease and diabetes;
- Pursuing a number of team based models to increase access for Canadians, such as the Collaborative Emergency Centres Model and other models listed in the report;
- Sharing information on health human resources management and supply; and
- Monitoring the progress made on these initiatives.

Future recommendations are expected from the work of the Health Innovation working group which may have implications for the NWT.

In 2012, the Mental Health Commission of Canada released the first-ever mental health strategy for Canada: *Changing Directions Changing Lives*. In this report the Commission lays out the strategic direction that will act as a blueprint for change in the mental health and addictions programs in the years to come. The Department's action plan for mental health and addictions: *A shared Path Towards Wellness* reflects both the directions recommended by the Commission and the priority needs of the NWT population with respect to mental health and addictions.

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<sup>1</sup>Canadian Institute for Health Information, NWT Department of Health and Social Services and NWT Bureau of Statistics.

***Information Technology Opportunities***

Through partnership with Canada Health Infoway, the Department has been able to invest in territory-wide eHealth technologies to improve patient access within their home communities, improve continuity of care and patient safety. These large system-wide, integrated initiatives have the potential to reduce the need for medical travel, to provide residents with faster, more direct access to services, and to provide the tools to improve the diagnosis and management of chronic diseases. However, they also drive the need for improved data integrity, availability of the network, up to date infrastructure, and greater emphasis on privacy, security, auditing and breach management. Training has also become an emerging issue as there is the need to ensure service providers use the technologies consistently. These large system-wide initiatives are complex and require significant ongoing operations and maintenance funding and collaboration.

The Canadian plan is to electronically share patient information across jurisdictional boundaries to enable improved patient care and safety regardless of where the patient's information resides. This drives the need for system and data standards and the need to keep the technology up to date. It also requires legislative and operational changes to business process such as how data is managed, shared, and secured.

A mobile workforce is making mobile technologies an emerging pressure that requires strategic planning and investment. Investment in eHealth has also become a recruitment and retention requirement, with some new recruits only wanting to move to the NWT if there are electronic health records, and some new graduates never having paper-charted before. The Department will need a Territory-wide HSS Informatics Strategic Plan to provide the vision for how informatics will enable and support business changes and to allow for the evaluation and prioritization of investment decisions.

## **KEYACTIVITY 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 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 monitoring program performance and conducting evaluations to support evidence based decision-making. 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.

### **Other Initiatives for 2013-14**

The Directorate will continue to implement the initiatives identified in the Strategic Plan: *Building on Our Foundation* and will provide innovative leadership, system planning, financial management, policy and legislative development and support for capital and infrastructure planning to the Department and the Authorities.

### ***Federal Funding Arrangements***

- Federal funding such as the Territorial Health System Sustainability Initiative (THSSI) are essential components of the territorial health budget. The Government of Canada has provided certainty about the future status of Canada Health Transfer funding. During the 2013/14 fiscal year the Department will engage in discussions with the Federal Government about the potential for an extension of THSSI funding that will go beyond 2014.

- In 2013/14 the First Nations and Inuit Health Branch (Health Canada) funds administered by the Department and made available to communities for wellness initiatives will move toward a block-funded, multi-year model. This will help to streamline the application process and provide communities with greater assurance for ongoing funding of their wellness projects.

***Legislative Framework in support the Health and Social Services mandate***

- 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. It is expected that bringing the HIA into force will require the development of regulations, an HIA Manual and ongoing additional resources to support and ensure the requirements of HIA are met similar to ATTIP.
- The *Health and Social Services Professions Act* (HSSPA) will regulate a number of health and social services professionals under one statute, or “umbrella” legislation, and will provide consistent registration practices and complaints and disciplinary processes. The HSSPA will enable the GNWT to more easily modernize existing and outdated health and social services professions legislation, as well as regulate professions currently unlicensed under NWT law. Should the Legislative Proposal be approved in 2012/13, drafting of the Act could begin in 2013/14.
- 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. Amendments will also be included to ensure the Act reflects best practices in other jurisdictions and enhances existing provisions that have proven to be effective. A discussion paper will be finalized in 2012/13 and a legislative proposal will follow in 2013/14.
- The Health Insurance Act (working title) will replace the existing *Hospital Insurance and Health and Social Services Administration Act (HIHSSA)* 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 the process to include and remove insured services, ‘shadow billing’ and fee-for service. A legislative proposal will be finalized in spring of 2013.
- The Health and Social Services Governance Act (working title) will replace the existing governance provisions in *HIHSSA*. This will be the legislative foundation for the governance of the health and social services system. The Act will clearly define the Minister’s role and authority in the system, increase accountability and establish a new structure of governance for the system.

- The *Mental Health Act* will be amended to ensure the Act reflects best practices in other jurisdictions, including modern privacy protection provisions, community involvement, and better respect for patients. A series of discussion papers will be finalized in 2013/14 with a legislative proposal to follow.
- The *Dental Profession Act* will be amended to enable student dentists to be registered in the NWT. Should a legislative proposal be approved in 2012/13, drafting could begin in 2013/14.

### ***System Innovation and Reform***

In order to ensure continuity between major system reform initiatives the Department has created a System Innovation team to work with key stakeholders and manage reform initiatives.

- Governance - The Department will continue to work with the Authorities and stakeholders towards a governance structure that promotes effectiveness and efficiency, allows residents to have a voice in health quality improvements and keeps the system accountable to those it serves.
- Collaborative and Consolidated Services – In an effort to gain control of rising costs while maximizing quality, safety, access and accountability, the department has evaluated and prioritized candidates for integration as shared services in a potential “back office” arrangement. It is anticipated that more in-depth business case analysis, pilot projects and implementation plans will demonstrate the need to proceed with specific shared service.
- Territorial Support Network – A practitioner to practitioner Territorial Support Network will ensure timely, appropriate and coordinated healthcare delivery for NWT patients by providing dedicated remote physician support to health care practitioners. This practitioner focused support network will be operationalized within the framework of the Integrated Service Delivery Model. Some of the potential services (e.g., Medevac triage) will be piloted to support a Territorial Support Network business case and implementation plan.
- Medical Travel – It is important that patients have appropriate access to services through a comprehensive and modern GNWT medical travel system and policy. Work is underway on updating the GWNT policy and improving service to residents through re-engineered business processes and updated guidelines.

### ***Improving Accountability and Performance Monitoring***

- The Office of the Auditor General’s report from 2011 highlighted the need for improved accountability and evaluation. In order to improve accountability within the system, the Department established clear goals and targets through the Strategic Plan: *Building on Our Foundation 2011 – 2016*. The Department will continue to report publicly on established performance indicators and monitor performance relative to the established targets.
- The Department will continue to improve the existing Contribution Agreements with Authorities to clearly identify roles and responsibilities, performance expectations and reporting requirements.

- The Department will work with Authorities to develop an accountability framework for patient/client safety across the system to ensure ongoing quality improvement in patient care.
- The Department will continue work on design of a system-wide accountability and performance monitoring framework.

***Official Languages***

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 the plan will be finalized during 2013-2014.

## KEYACTIVITY 2 – PROGRAM DELIVERY SUPPORT

### Description

The Department provides ongoing system wide program planning, standards development and advice in the delivery of health and social programs.

Health and Social Services **Human Resources** is responsible for coordinating system-wide planning and promotion of health and social services careers. This includes working in collaboration with the department of Human Resources to forecast health and social services human resources needs, and the design, delivery and evaluation of programs to support recruitment and retention specifically related to health and social services professionals.

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.

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 Authorities in the administration of Insured services, reciprocal billing and Health Benefits eligibility and registration. The Vital Statistics, Registrar General is also located in this division providing the registration and issuing of certificates for vital events that occur in the NWT.

The **Chief Public Health Officer** is responsible for establishing a system response to broad population health issues. This office guides wellness surveillance activities and coordinates responses in the areas of health promotion, environmental health disease control and epidemiology. The system's response to population health issues such as cancer, early childhood development and environmental contaminants are coordinated out of this office. The mandate and responsibilities of the Chief Public Health Officer are largely defined from the *NWT Public Health Act*.

The **Population Health Division** is responsible for services aimed at broad population health through co-ordination and ongoing management of health and wellness surveillance activities for the NWT. 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 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.

**Other Initiatives for 2013-14**

To improve quality of care and patient outcomes the Department will continue work on projects such as a review of the current service delivery model, a chronic disease prevention and 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. HSS will also continue to advance eHealth solutions in support of improved quality of care.

***Health and Social Services Human Resource Planning*** - In collaboration with the department of Human Resources and the Authorities, the Department will develop a five-year health and social services human resource plan, which will identify priority needs for health and social services professionals and major pressure points to guide investments in this area. The Department will also continue to promote collaborative physician recruitment for the system and move forward with the establishment of a territorial physician pool.

***Information Technology Strategic Plan*** - An updated Territory-wide Health and Social Services informatics strategic plan will be prepared that will provide the vision for how informatics will enable and support business changes. It will also be the guide for evaluating priorities. In addition, a three-year roadmap to match the timeframe for the business plan will be prepared. The roadmap will be more detailed than the Informatics Strategic Plan and will provide a proposed logical order for investment based on risk, capacity and integration requirements.

***Electronic Medical Records (EMR)*** - the Department is undertaking a territory-wide (Enterprise) EMR project. Implementation of an Enterprise EMR will increase the quality of care, patient safety and improve health outcomes by transforming the way information is captured, integrated and shared between clinical providers. This will improve access to Specialists and connect patients and local care providers with virtual teams to enable service delivery in home communities. This technology is critical to support planned system innovation initiatives such as the Territorial Support Network and necessary changes to the Medical Travel program. This project is supported with a capital investment from Canada Health Infoway of up to \$3.9M over a three year period, and an estimated \$4,163,000 of capital investment from the GNWT. 2013-14 is year two of the 3-5 year EMR deployment project.

***Responding to Broad Population Health Issues***

Under the Office of the Chief Public Health Officer, the Department will lead on the response to broad population health issues as well as coordinating appropriate promotion and prevention activities.

***Cancer Awareness and Response*** - The Department will support communities and individuals to better understand and take action on cancer. Actions will include:

- Working with communities to develop community responses, including prevention and promotion programs, public education and support for individuals and families coping with cancer;
- Partnering with research institutes and other jurisdictions to identify barriers to early screening and detection, and develop appropriate community-based responses;
- Working with Aboriginal organizations and communities to develop public education materials; and
- Improving supports for cancer patients, survivors and families.

*The Early Childhood Development Framework for Action* provides direction for program and service development in the area of early childhood and family development. The Framework is a collaboration between the departments of Education, Culture and Employment and Health and Social Services. Work under way in 2012-2013 to update and revitalize the ECD Framework will lead to the identification of potential areas for changes in existing programs and/or new services.

***Chronic Disease Management Model*** – Based on the planning work done in 2012/13 and subject to available resources the Department and Authorities will implement an NWT chronic disease management and prevention model to prevent and manage chronic diseases that will apply to all authorities and practitioners in the Northwest Territories.

***Midwifery*** - Subject to financial resources being available to develop clinical standards and an implementation plan, the Department will bring forward a request for funding for the implementation of a community based midwifery program for one NWT community; as recommended in the report, *Review and Expansion of Midwifery in the NWT*.

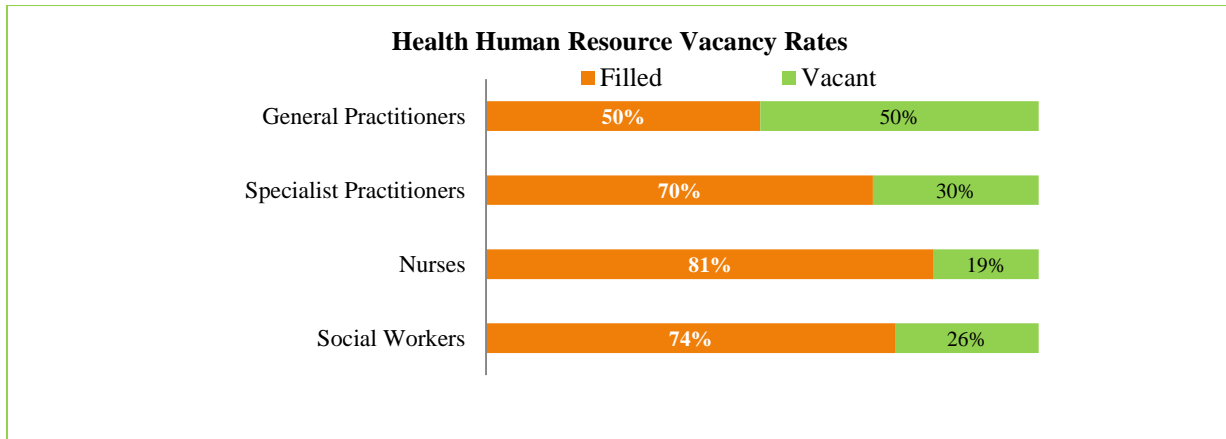
***Review and update of clinical standards*** – The department will continue to work with Authorities to integrate and modernize consistent standards, policies, best practices and decision making tools across the system. This may include: community health nursing standards, clinical guidelines related to chronic disease, continuing and long term care standards and clinical standards.

***Oral Health Promotion*** – Based on the results of a review conducted in 2012/13 the Department will recommend a new model of primary oral health promotion and prevention of dental disease to be delivered at the community level.

***Supported Independent Living for Seniors*** – The Department will collaborate with the NWT Housing Corporation to identify priorities related to the housing component of the Seniors continuum of programs and services.

Performance Measures

Figure 1 - Health Human Resources Vacancy Rates as at March 31, 2012



Source: Department of Human Resources, Stanton, Yellowknife Health and Social Services Authority

***What is being measured?***

The vacancy rate for general physicians, specialist physicians, nurses and social workers, by occupation sub-type

***Why is this of interest?***

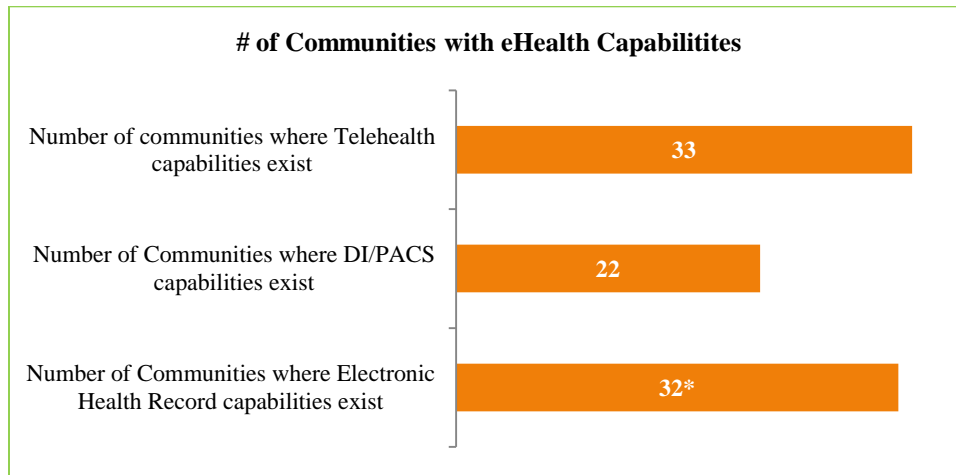
The national shortage of health care workers has shifted the nature of work agreements, resulting in an increased reliance on short-term locum healthcare professionals. This reliance on a temporary/locum workforce creates significant challenges in the delivery of consistent quality care and contributes to higher costs.

Monitoring and analysis of health human resource statistics will allow for the development of informed HHR planning, recruitment, education and training initiatives.

***How are we doing?***

As of March 31, 2012, the general practitioner vacancy rate is 50%, specialist practitioner vacancy rate is 30%, nurse vacancy rate is 19%, and social worker vacancy rate is 26%. Note that general physician vacancy rates are subject to change as the method for calculating these vacancies is being revised in order to consider the impact of locum physicians.

**Figure 2—eHealth Capabilities**



\*The only community without access is the Hay River Reserve

Source: NWT Department of Health and Social Services

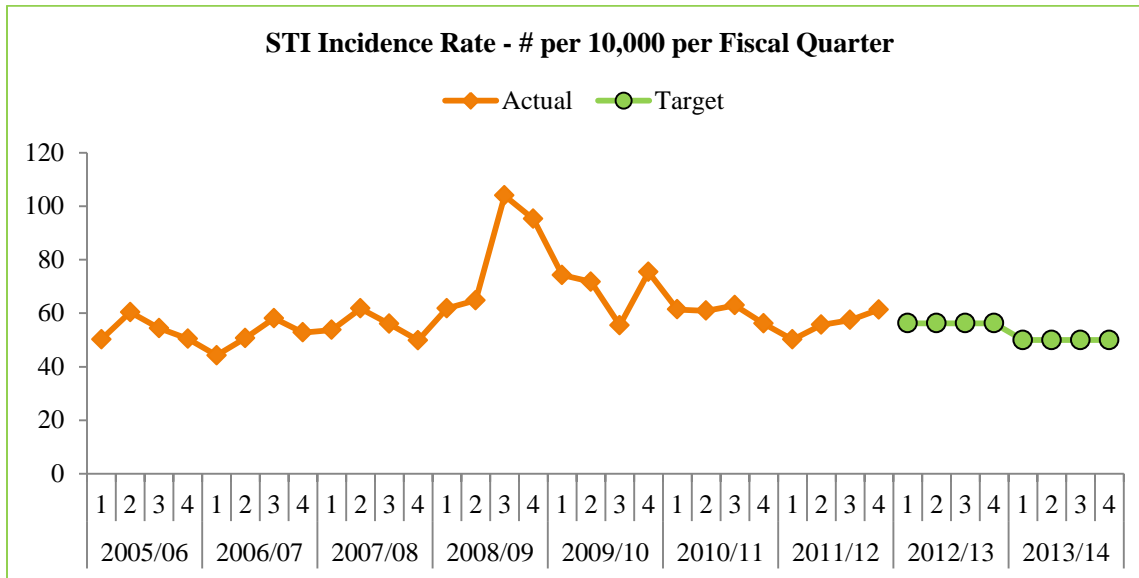
***What is being measured?***

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.

**Figure 3 - STI Incidence Rates to March 31, 2012**



Source: NWT Department of Health and Social Services, NWT Bureau of Statistics, and the Public Health Agency of Canada.

***What is being measured?***

The incidence of sexually transmitted infections in the NWT

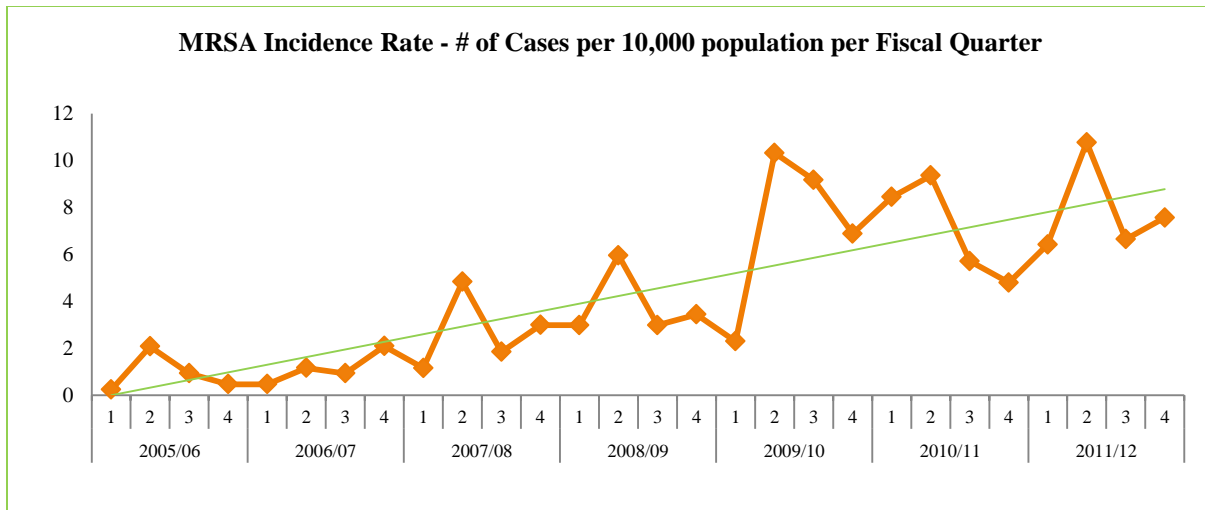
***Why is this of interest?***

STI rates can provide a proxy of the degree to which unsafe sex is being practiced. Unsafe sex can also spread other more serious infections such as Syphilis and HIV. This can also be used as a measure of the effectiveness of promotion and prevention programs.

***How are we doing?***

Over the last seven years, the quarterly incidence of STIs peaked in the last half of 2008/09 at just under 100 cases per 10,000. The rate has currently fallen to approximately where it was in 2005/06. The 2011/12 annual NWT rate is 225 cases per 10,000, which is over seven times higher than the national rate of 30 cases per 10,000 (2009).

Figure 4 - MSRA Incidence Rates to March 31, 2012



Source: NWT Department of Health and Social Services, NWT Bureau of Statistics.

***What is being measured?***

The incidence of methicillin-resistant staphylococcus aureus (MRSA) infection in the NWT

***Why is this of interest?***

MRSA infections are resistant to many antibiotics and pose a significant danger to the infected person. The potential for complications that can lead to death, such as blood stream infections and pneumonia, is increased in patients with MRSA. MRSA infections tend to be more prevalent in health care facilities such as long-term care facilities and hospitals, but also can be spread within the home and other locations. New strains of MRSA have appeared in community settings such as daycare centres, shelters, correctional facilities, mining camps and especially overcrowded homes.

The spread of MRSA can be reduced through regular bathing, hand washing, and the proper cleaning of clothing and bedding. The Office of the Chief Public Health Officer is working with the Health and Social Services Authorities to re-introduce the Superbug Awareness Campaign in communities where MRSA cases are increasing. The campaign, which rolled out in April 2011, focuses on updating Clinical Practice Guidelines for health care providers and increase public awareness to better control the spread of MRSA. By monitoring the incidence of MRSA the Department can assess the effectiveness of promotion and protection campaigns.

***How are we doing?***

The NWT is currently in the midst of an outbreak of MRSA infections. While the rate of infection has fluctuated dramatically in recent quarters, the trend appears to continue on a steep upwards incline.

## **KEYACTIVITY 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

### **Other Initiatives for 2013-14**

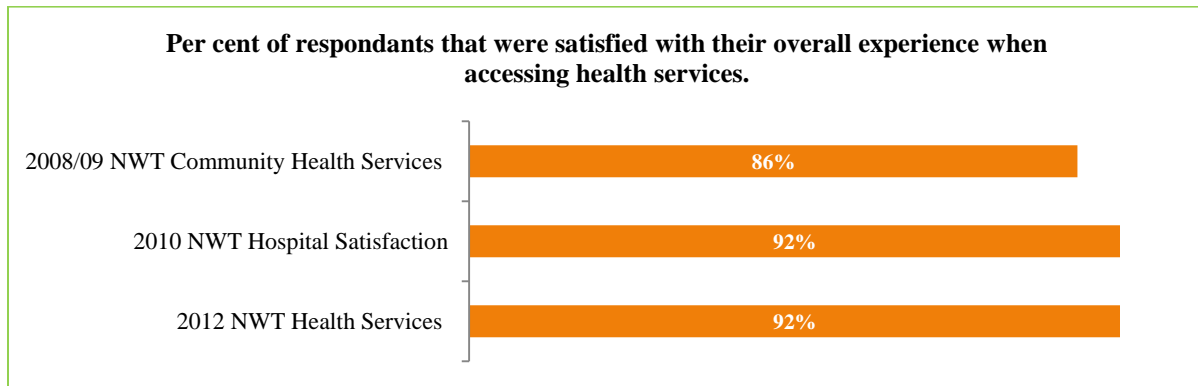
The Department will continue to work with Authorities to provide NWT residents with access to a comprehensive and integrated health system that provides quality care focused on patient safety.

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.

Performance Measures

**Figure 5 – Respondents satisfied with overall care as at January 2012**



Source: NWT Department of Health and Social Services

***What is being measured?***

Percentage of NWT Health Care Satisfaction Questionnaire respondents who rated their overall experience as either, “Excellent”, or “Good”

***Why is this of interest?***

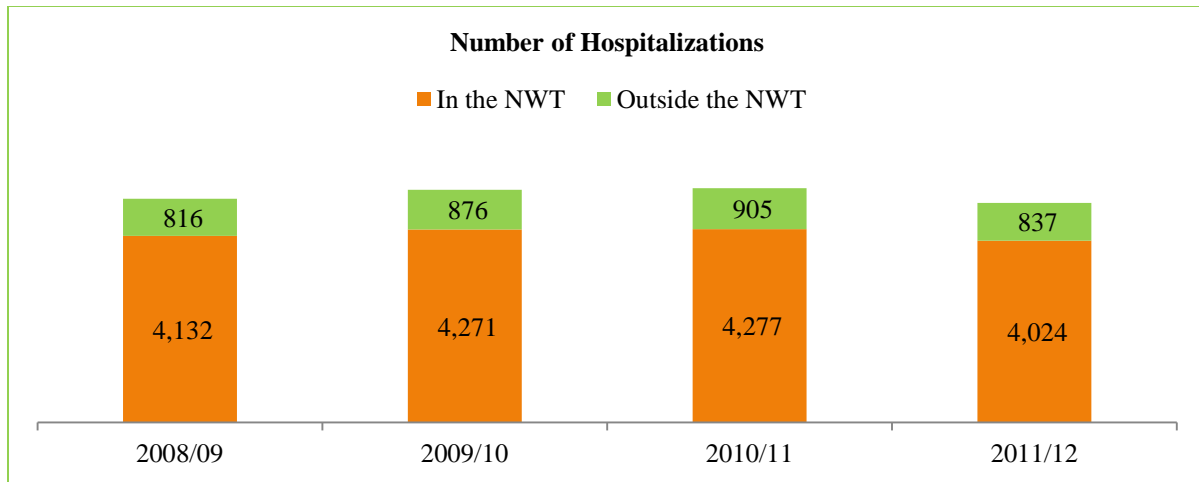
Client satisfaction is a way of gauging the effectiveness of existing services and guiding future developments. Client satisfaction surveys provide NWT residents an opportunity to offer their input and identify where barriers to healthcare access may exist.

***How are we doing?***

In the 2012 NWT Health Services Satisfaction Survey, 92% of respondents stated they were satisfied with their overall experience when accessing health services.

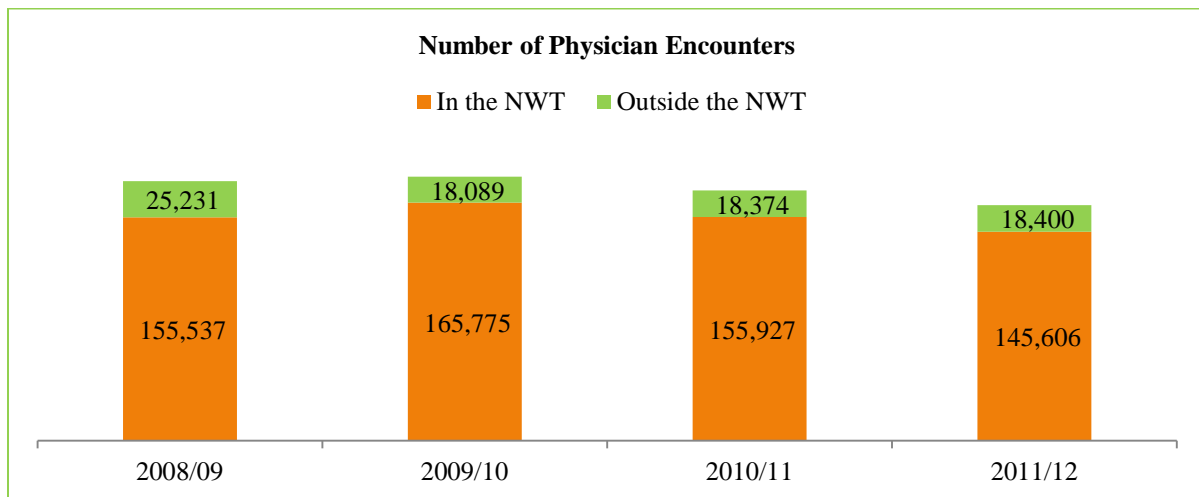


**Figure 6 - Physician Encounters and Hospitalizations**



Note: Data from past differs from previous reports because the data synthesis method has been updated to be more accurate.

Source: NWT Department of Health and Social Services & Canadian Institute for Health Information, Discharge Abstract Database



Note: Data from past years differs from previous reports because the numbers have been updated to include claims that were processed late.

Data Source: NWT Department of Health and Social Services, Medicare Data Extract

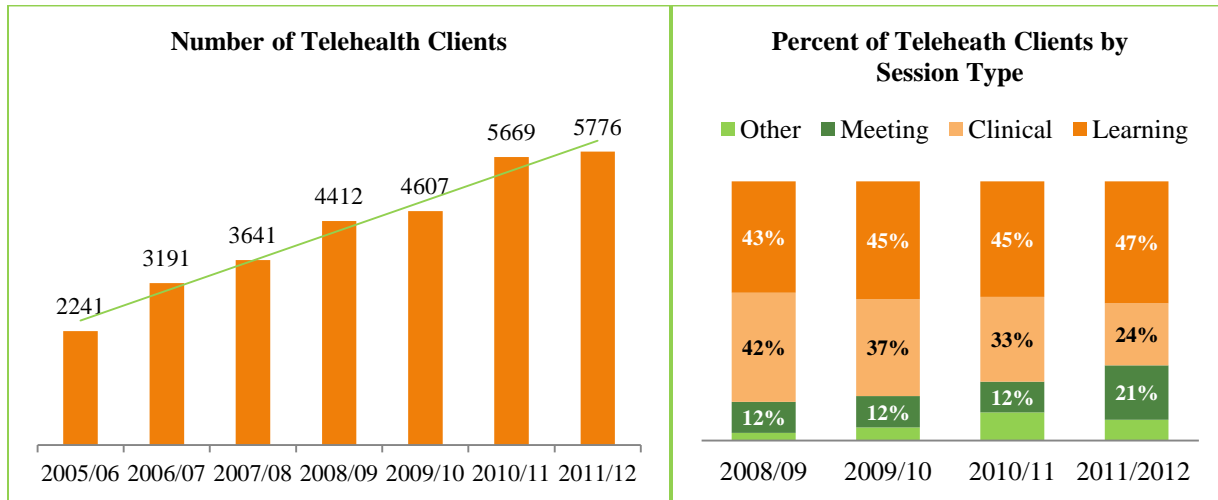
***What is being measured?***

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 condition requires hospitalization.

**FIGURE 7 - Telehealth Utilization Data**



Source: NWT Department of Health and Social Services

***What is being measured?***

The overall number of telehealth clients and the percentage of telehealth clients by session type

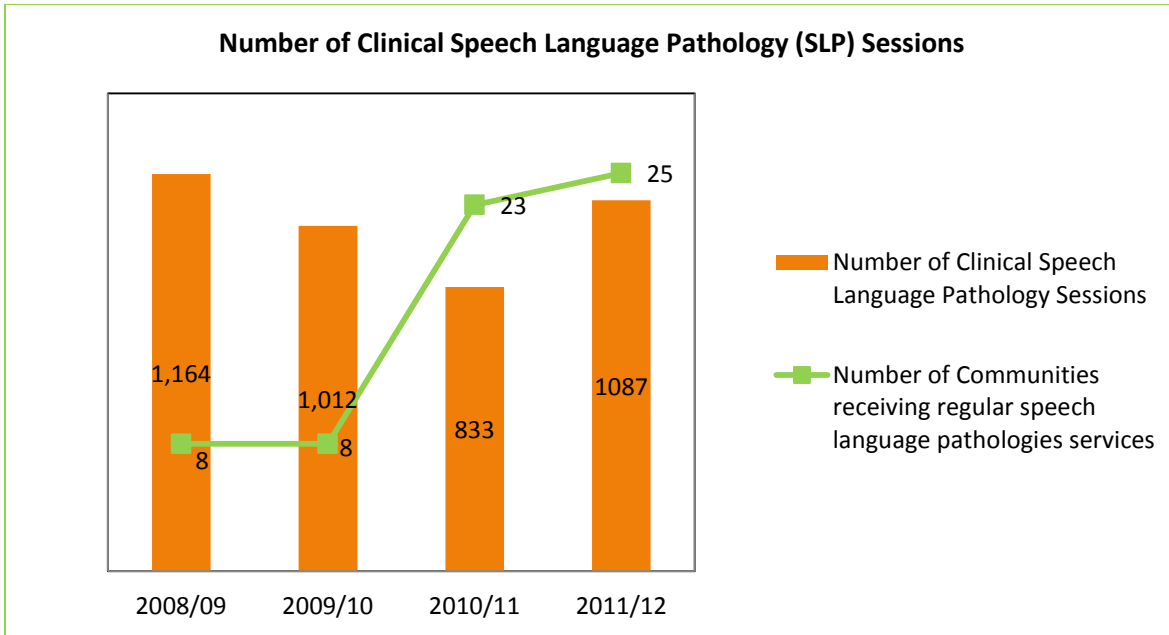
***Why is this of interest?***

Telehealth can increase access to care, particularly for those in remote areas or who would have difficulty accessing the health-care system. Telehealth can also help 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 increases the knowledge base of health care professionals and encourages wider and more immediate participation in case management.

***How are we doing?***

The number of telehealth users has been consistently increasing since 2005/06. In 2011/12, there were 5,776 users. In the past years, the proportion of clients who were using telehealth for learning ranged from 43% to 47%. The proportion of clients using it for clinical reasons has dropped from 42% to 24%. Approximately 21% of clients used telehealth to hold meetings (as an example, long-term care clients utilize the system to have Sunday visits with family and loved ones). Approximately 47% were utilizing the system for learning purposes.

Figure 8 – Speech Language Pathology



Source: NWT Department of Health and Social Services

***What is being measured?***

The number of Clinical Speech Language Pathology (SLP) sessions

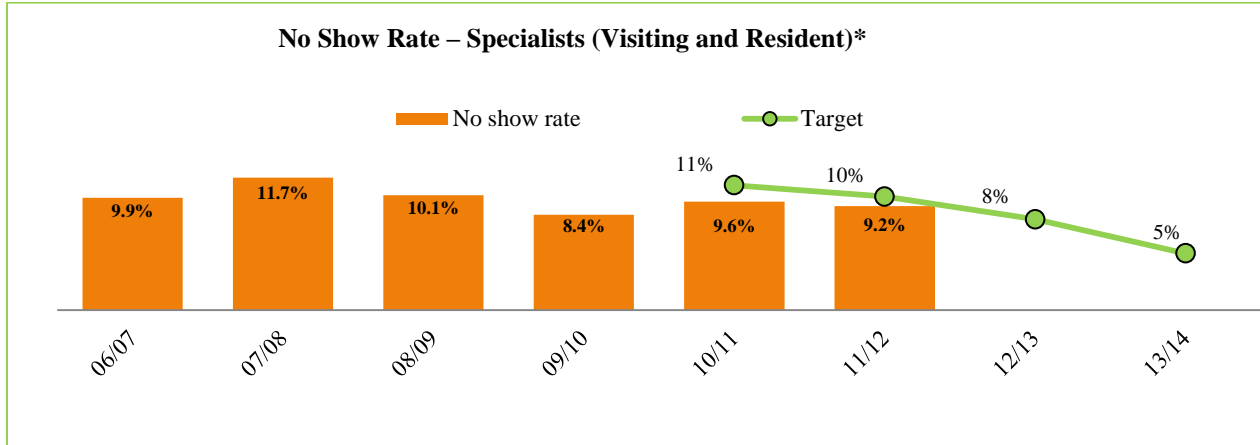
***Why is this of interest?***

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.

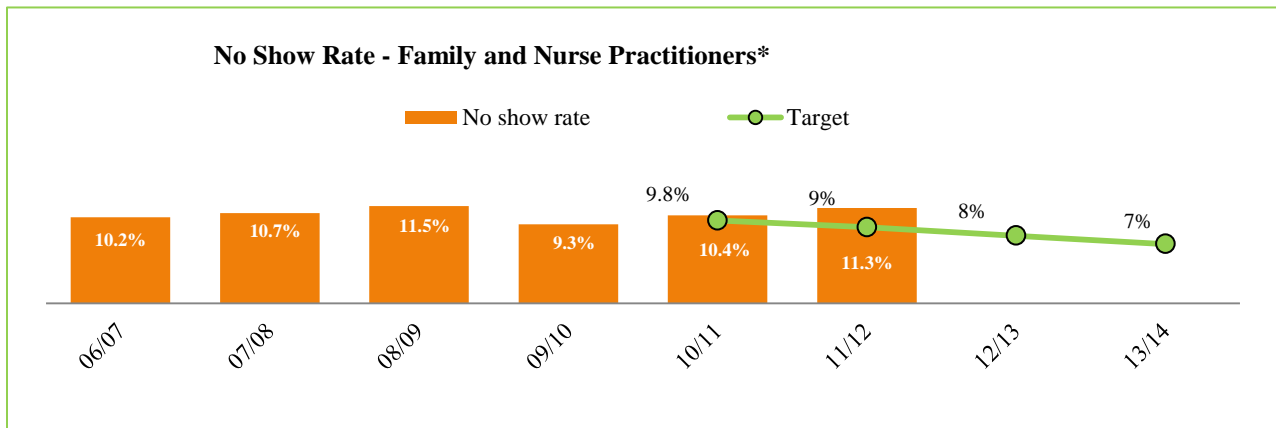
***How are we doing?***

There were 1087 clinical speech language pathology sessions in the 2011/12 fiscal year with 25 sites receiving regular sessions. The reach of Speech Language Pathology sessions in the NWT has increase in both the number of communities being served, and the number of sessions held.

**Figure 9 – No Show Rates**



Source: Stanton Territorial Hospital



Source: Yellowknife Health and Social Services Authority / Sahtu Health and Social Services Authority

***What is being measured?***

Scheduled patient appointments with a physician specialist, family physician, or nurse practitioner, where the patient does not show up.

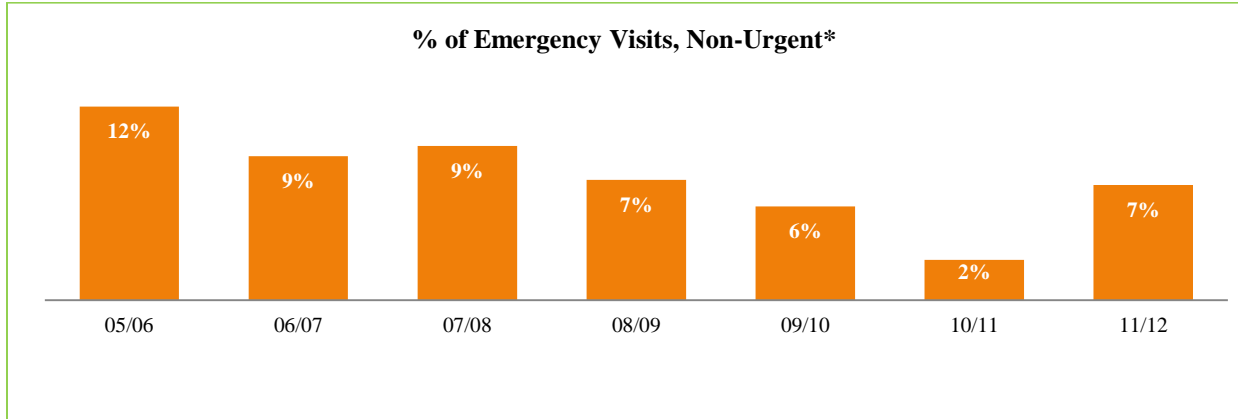
***Why is this of interest?***

Managing “no shows” contributes to sustainability of the health care system and ensures our resources are being used effectively and efficiently and that quality of care remains affordable.

***How are we doing?***

At Stanton, the *no-show* rate for specialists (excluding travel clinics and ophthalmology) has dropped by 0.7% from 9.9% in 2006/07 to 9.2% for the first half of 2011/12. Baseline for specialist *no-shows* was established in 2010/11 at 11%. The target for 2011/12 was 10%, the 2012/13 target is 8% and the 2013/14 target is 5%. Family physician and nurse practitioner baseline is 9.8% and 2013/14 target is 7% which is comparable to national rates.

**Figure 10 – Non urgent emergency room visits**



Source: Stanton Territorial Health Authority

***What is being measured?***

The proportion of emergency visits that are non-urgent, as defined by the Canadian Triage and Acuity Scale (CTAS) - CTAS categorizes the seriousness of a patient’s condition in terms of the level of urgency required for their care. Level 1 is the highest urgency and level 5 (non-urgent) the lowest

***Why is this of interest?***

Inappropriate ER use makes it difficult to guarantee access for high emergency cases, decreases readiness to provide care, effects quality of care in the emergency room, and raises overall costs. Ensuring our resources are appropriately utilized and enabling patients to access the right services at the right time by the right provider will contribute to the sustainability of the system.

***How are we doing?***

At Stanton, the proportion of emergency visits considered non-urgent has decreased from 12% in 2005/06 to approximately 2% in 2010/11, but has since increased to 7% in 2011/12.

## **KEYACTIVITY 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

### **Other Initiatives for 2013-14**

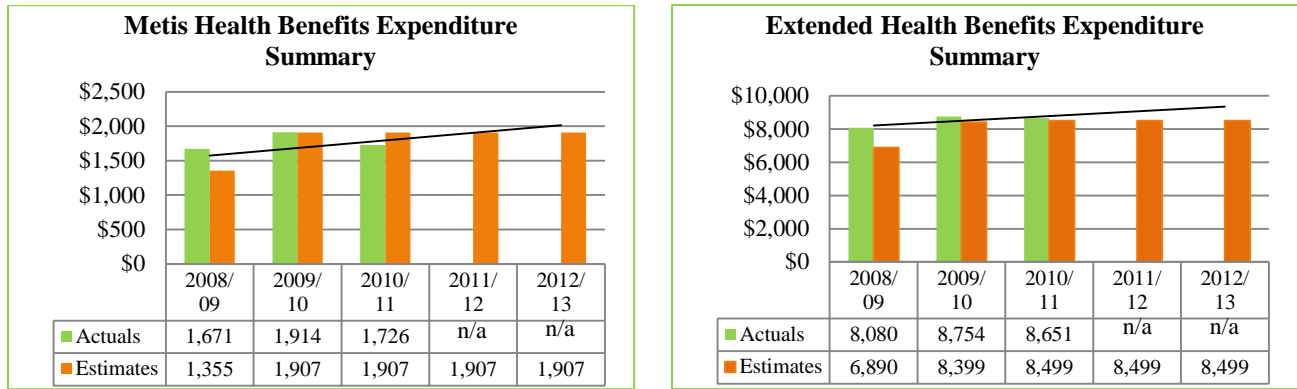
The Department in collaboration with the Authorities, and related service providers will continue to provide eligible residents of the NWT with access to supplementary health benefits and access to necessary services through a comprehensive medical travel system.

It is important that patients have appropriate access to services through a comprehensive and modern GNWT medical travel system and policy. Work will be undertaken in 2013/14 to update the GNWT policy and provide for a sustainable and standardized medical travel program. 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.

The Department will also undertake the work necessary to modernize supplementary health programs. This will include initiatives to address policy gaps as well as the implementation of an appeals process.

Performance Measures

**Figure 11 – Expenditures for the Métis and Extended Health Benefits**



Source: NWT Department of Health and Social Services

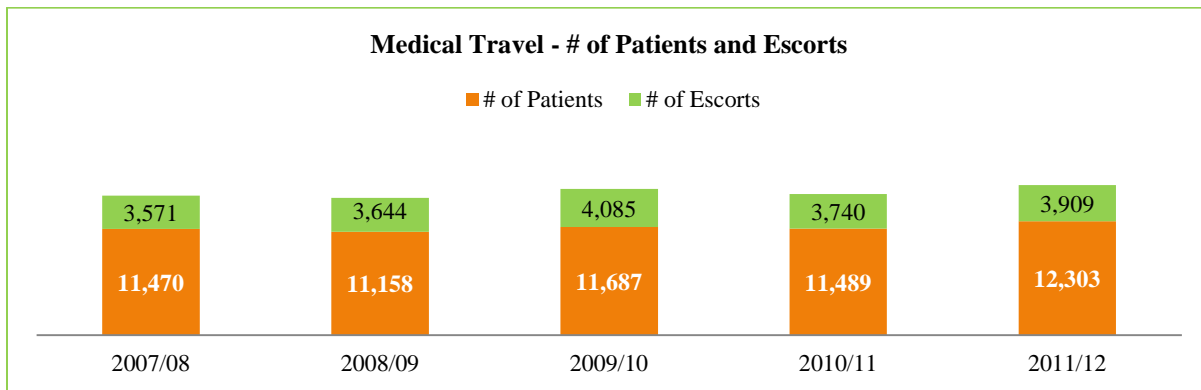
***What is being measured?***

Expenditures for the Métis and Extended Health Benefits

***Why is this of interest?***

The health care system is responsible for the delivery of health care services under the *Canada Health Act*. These services include primary health care (such as the services of physicians and other health professionals) and care in hospitals. In addition, some groups are provided supplementary health benefits not covered by the *Canada Health Act*. These benefits include prescription drug coverage, appliances, supplies, prostheses, and certain medical travel expenses.

**Figure 12 – Medical Travel Utilization**



Source: Stanton Territorial Health Authority

***What is being measured?***

The number of patients and the number of escorts using the medical travel program per fiscal year

***Why is this of interest?***

Medical travel is an important part of the health and social services system as it ensures that all residents have access to appropriate health care regardless of where they live. Monitoring medical travel is important to ensure we are appropriately meeting our clients’ needs and managing costs where possible to ensure only medically necessary trips are taken and travel is maximized by linking numerous appointments.

***How are we doing?***

Eighty percent of travel trips are taken within the Territories, the majority being from small communities to regional centres to access basic health services. In last five years the number of patients travelling has fluctuated showing an increase of 7% over the five years between 2007/08 and 2011/12. The number of escorts has also grown by 9% over the same five years.



## KEYACTIVITY 5 – COMMUNITY WELLNESS AND SOCIAL PROGRAMS

### Description

This activity, under the coordination of the **Community Wellness and Social Services** Division, includes direct program delivery funding for prevention and promotion, mental health and addictions, and child and family services, as well as respite care, assisted living and institutional care 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 both 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 situations in which guardianship may be required to protect vulnerable adults: and
- Programs related to family violence and counseling.

### Other Initiatives for 2013-14

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, protection and social supports.

### **Community Engagement**

*Community Wellness Plans* – The Department will continue to encourage and support communities in the development of their community wellness plans. These plans ensure that community-based wellness programs are designed at the grass-roots level and are implemented in ways that best meet the unique needs of each community.

*Child and Family Services Committees* –The Department will continue to encourage and support the establishment of Child and Family Services Committees, as enabled under *the Child and Family Services Act*, to enable communities to take greater responsibility for children who may need protection from abuse and neglect.

***Enhancing Services for Children and Families***

*Healthy Families Program* – By 2013/14 the Healthy Families Program will be operating in all regions in the NWT, including the Sahtu. In order to maximize the efficiency of our resources, planning will be undertaken to determine which communities would most benefit from the delivery of the program. Consideration will be given to factors such as: the number of births in a community, the capacity for existing staff to take on the delivery of the program, and the number of child and family services issues.

*Report on the Review of the Child and Family Services Act* - As outlined in the Health and Social Services Strategic Plan: *Building on Our Foundation*, the Department will continue work on the following initiatives that respond to the recommendations made by the Standing Committee on Social Programs in their *Report on the Review of the Child and Family services Act*;

- Provide plain language materials describing the purpose and administration of the *Child and Family Services Act* and improve training available to families and communities
- Develop information sharing protocols to improve case management;
- Enhance the recruitment of foster parents; and
- Review existing disability related programs and services available to NWT residents to identify gaps and opportunities for local, regional and territorial delivery.

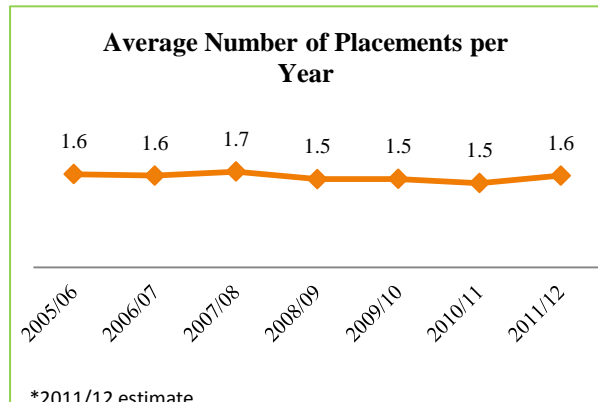
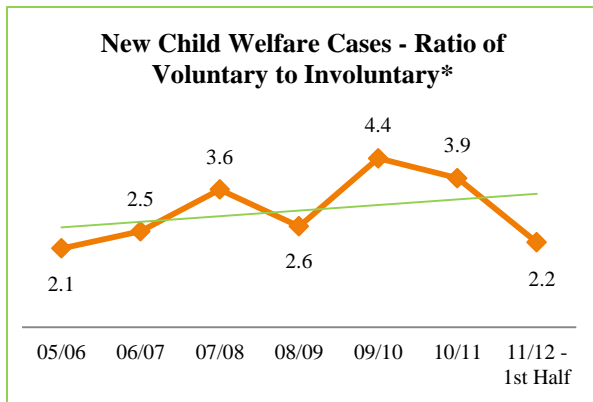
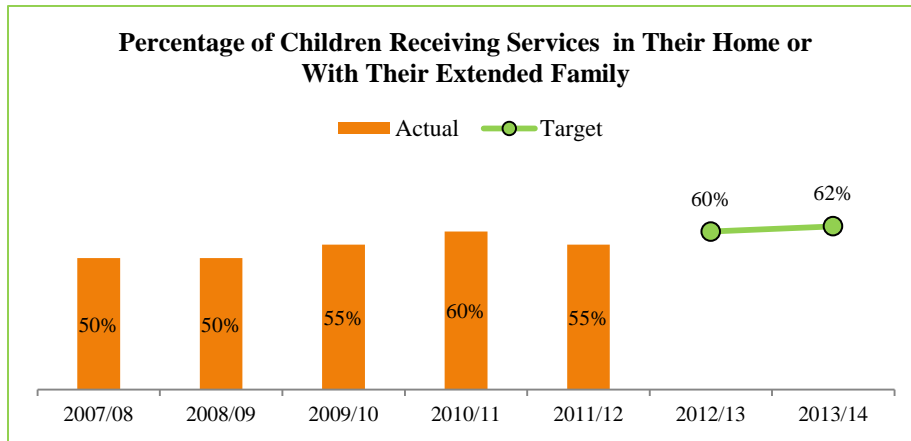
***Mental Health and Addictions***

2013/14 will be year-two in the implementation of the mental health and addictions action plan – *A Shared Path Towards Wellness*. The Action Plan aims to improve mental health and addictions programs to ensure that people have access to a full range of programs to best meet their needs. It is based on four strategic initiatives – promoting understanding and awareness, focusing on the person, improving the availability and access to services and improving the effectiveness of services. Initiatives for 2013/14 include:

- Continue to provide mental health first aid training to two communities per region per year and offer TAMI (Talking About Mental Illness) program in schools;
- Continue to offer “My Voice, My Choice” activities in at least two communities each year
- Building on the successful pilot projects in Fort Good Hope and Fort Simpson, continue to integrate mental health and addictions referral process into the chronic disease management model;
- Develop case management standards and guidelines with Justice and ECE that address information sharing and improved coordination;
- In partnership with the Department of Justice, examine options for specialized court programs to improve response to Mental Health issues in the Justice system and collaborate on the delivery of addictions treatment in correctional facilities; and
- Work with ECE to integrate Mental Health and Addictions programs into the K-12 curriculum.

Performance Measures

**Figure 13 – Child and Family Services**



Source: NWT Department of Health and Social Services

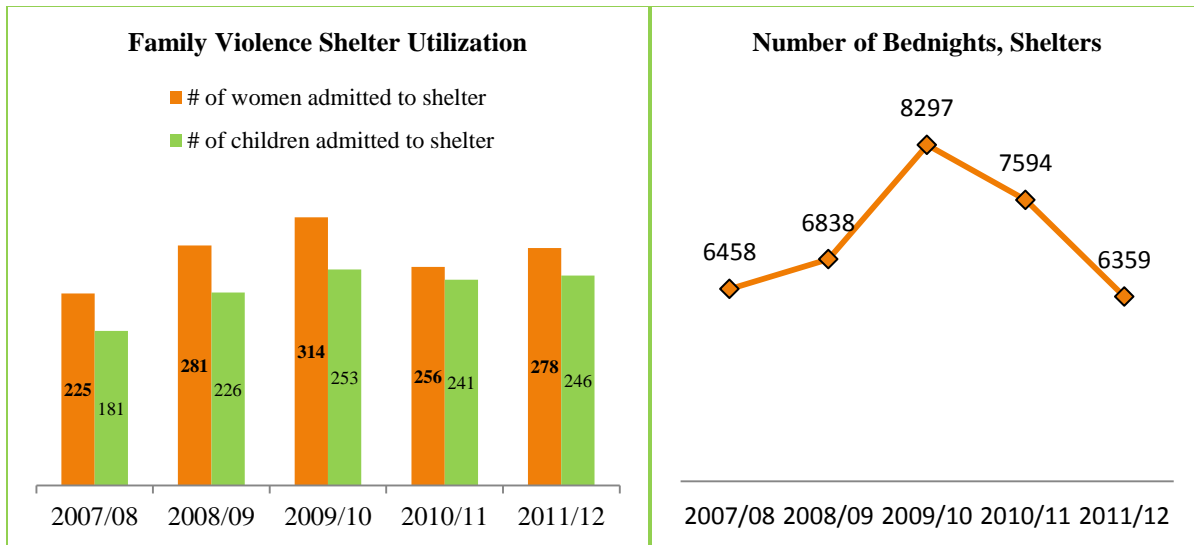
***Why is this of interest?***

In order to ensure the best outcomes for children and their families, every effort is made to keep children in their home community and preferably in their own home or with a relative. It is also preferable that the services be on a voluntary basis (least intrusive manner) and that the number of placements per/child, per/year be minimized, in order to provide a stable environment for children in care.

***How are we doing?***

- As of March 31, 2012, there were 555 children receiving services. Approximately 55% of those children are receiving services in their home or with extended family.
- Between 2005/06 and 2010/11, the ratio of new child welfare cases (receiving services) that are voluntary (plan of care, voluntary support or support services agreement) to involuntary (apprehended, permanent/temporary custody) has fluctuated. In the first half of 2011/12, the ratio has dropped back down to 2.2, consistent with 2005/06 levels.
- The average number of placements, per/child, per/year has decreased by 10% from 1.6 in 2005/06 to 1.5 in 2010/11.

Figure 14 – Shelter Utilization



Source: NWT Department of health and social services

***What is being measured?***

The number of clients admitted to family violence shelters and the number of bed nights

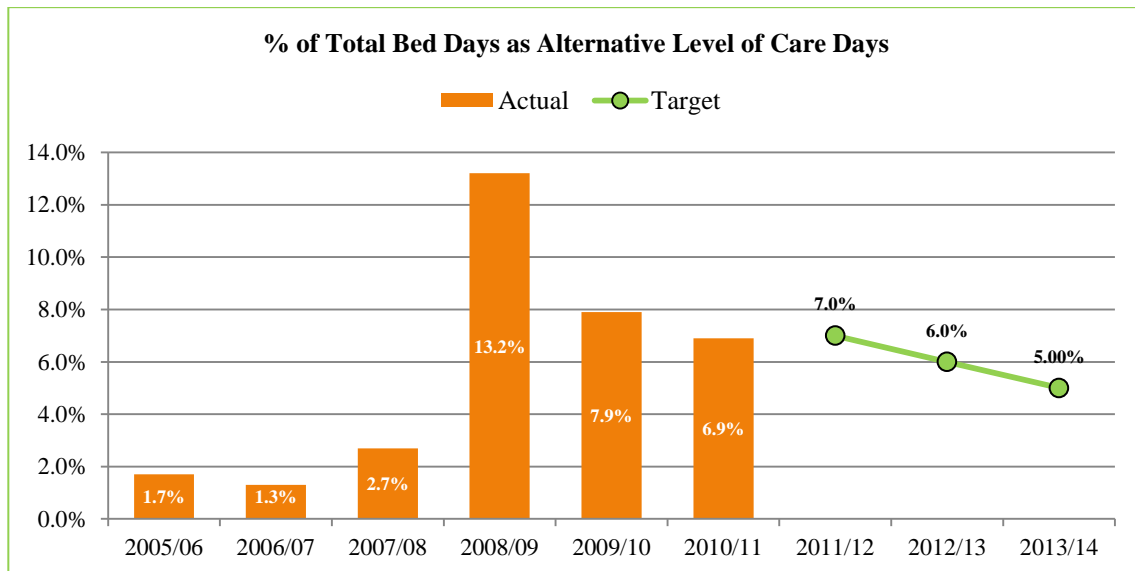
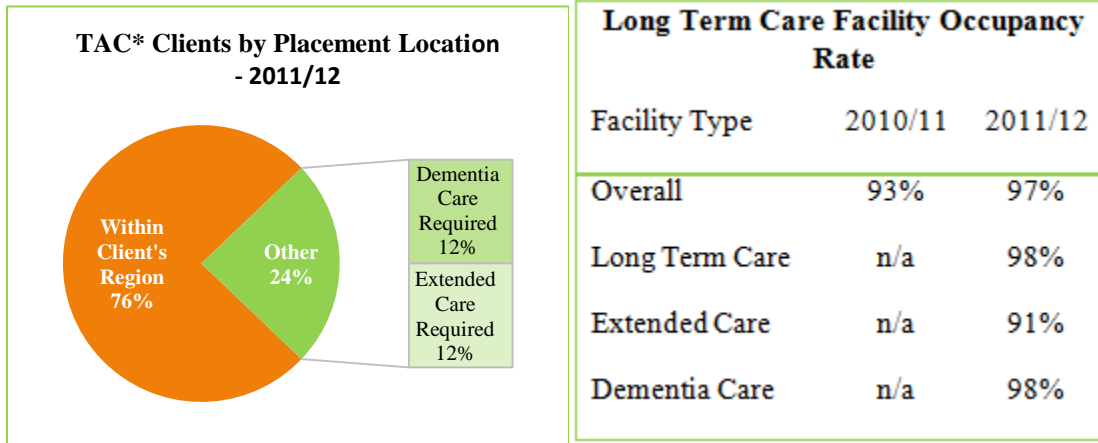
***Why is this of interest?***

Utilization of family violence shelters tells 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.

***How are we doing?***

In 2011/12, there was a slight increase in the number of clients being admitted to NWT shelters; however, we are seeing a decrease in the number of bednights from 7594 in 2010/11 to 6359 in 2011/12.

Figure 15 – Long term care and Alternative Level of care



Note: 2011/12 data currently being processed

Source: NWT Department of Health and Social Services

\*Territorial Admissions Committee (TAC)

**What is being measured?**

The long term care (LTC) occupancy rate and the percentage of total bed days as alternate level of care (this indicator considers all patients, regardless of residency, discharged from the four acute care facilities in the NWT)

**Why is this of interest?**

The demand for long-term care is growing as the NWT population ages. The more clients there on the waitlist for long term care, the greater the pressure on other institutions and services. Clients eligible for LTC may end up in an acute care bed, or may suffer at home and not receive the most appropriate service when needed.

Alternative Level of Care (ALC) refers to those patients, who no longer need acute care services, but are waiting to be discharged to access a setting more appropriate to their level of care needs. The lower the proportion of ALC days to overall bed days, the greater the efficiency of health care resources. This contributes to the sustainability of the health and social services system.

***How are we doing?***

The long term care occupancy rate has increased from 93% in 2006/07 to 97% in 2011/12. Research suggests that the optimal occupancy rate is 95%. By better managing the occupancy rate, we can provide long term care beds for those who need them and prevent cases where clients end up in costly acute care or ALC beds.

The percentage of total bed days as ALC days is increasing in NWT Hospitals. However, a portion of this increase is due to better monitoring and tracking of acute care patients that become ALC patients.

## 2. RESPONDING TO PRIORITIES

### **PRIORITY - BUILDING A STRONG AND SUSTAINABLE FUTURE FOR OUR TERRITORY**

#### Description

Strengthening our relationships with Aboriginal and other northern governments

#### Major Program and Service Initiatives Planned for 2013-14

The Department will continue discussions with Aboriginal governments about reforming the health and social services governance system to allow for more effective system-wide operations and improved patient outcomes, while respecting and accommodating existing and emerging Aboriginal self-government arrangements.

### **PRIORITY – 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

#### Major Program and Service Initiatives Planned for 2013-14

- The Department will work with Education Culture and Employment (ECE) and other social envelope departments to implement actions identified in the GNWT response to the NWT Anti-Poverty Strategic Framework.
- The Department will work 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.
- The Department will work with ECE and Industry, Tourism and Investment (ITI), to maximize employment, training and community wellness and business benefits through socio-economic agreements with industry.

#### Description

Supporting child care programs to help parents become or stay employed

#### Major Program and Service Initiatives Planned for 2013-14

The Department will 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 – STRENGTHENING AND DIVERSIFYING OUR ECONOMY**

### **Description**

Supporting economic development projects in the NWT

### **Major Program and Service Initiatives Planned for 2013-14**

The Department will provide input and support on the GNWT's response to the challenges and opportunities generated through economic development.

### **Description**

Supporting the traditional economy

### **Major Program and Service Initiatives Planned for 2013-14**

The Department will work with Aboriginal and community governments to develop Community Wellness Plans that build on existing community assets and resources to provide services that best meet the local needs of the community. This may include support for on-the-land activities related to community wellness

### **Description**

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

### **Major Program and Service Initiatives Planned for 2013-14**

- HSS will collaborate with other GNWT departments on the development of a socially responsible and environmentally sustainable economic development and mining strategy.
- 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 – ENSURING A FAIR AND SUSTAINABLE HEALTH CARE SYSTEM**

### **Description**

Investing in prevention, education, awareness and early childhood

### **Major Program and Service Initiatives Planned for 2013-14**

- The Department will continue to explore the potential for reallocation of existing funds and leveraging of external funding sources to increase the investment in prevention and promotion; and will continue to monitor and evaluate existing investments to ensure results are being achieved.



- 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 infections, 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 to reduce complications and hospitalizations through 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.
- In collaboration with ECE, implement the renewed Early Childhood Development Framework for Action
- In collaboration with ECE, support communities in continuing to develop Child and Family Resource Centres (CFRCs) using an integrated service delivery model
- 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
- In support of the Coalition Against Family Violence, the Department will support programs for children that witness family violence, develop and implement a social marketing strategy to raise awareness and develop comprehensive protocols to mobilize communities in non-shelter regions during crisis.
- Provide respite services to delay or avoid the foster placement of children with disabilities or complex needs.
- Deliver oral health promotion activities.
- Provide rehabilitation services such as physiotherapy, occupational therapy, speech language pathology and audiology.

**Description**

Enhancing addictions treatment programs using existing infrastructure

**Major Program and Service Initiatives Planned for 2013-14**

The Department will continue to provide mental health and addictions services as follows:

- The Community Counseling Program (CCP) provides mental health and addictions services that include prevention, treatment and aftercare programs. Timely access to these services helps 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 in residential alcohol treatment and rehabilitation within the NWT
- 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.

The **Matrix Program**, a community based outreach addictions treatment program, has been operating successfully in Fort Smith for a number of years. The Matrix Program will be evaluated in 2012/13 to determine how, or if, it could be expanded to other NWT communities in 2013/14.

The Department will implement actions out of the **Mental Health and Addictions Action plan: *A Shared Path Towards Wellness*** 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
- Reducing barriers to treatment and resources through client-centered approaches, enhanced case management and better integration into the overall primary care model.

The Department will work with Aboriginal and community governments to develop **Community Wellness Plans** that build on existing community assets and resources to provide services that best meet the local needs of the community.

### *Description*

Addressing health facility deficits

### *Major Program and Service Initiatives Planned for 2013-14*

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.

### 3. RESOURCESUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2013-14 Main Estimates	2012-13 Revised Estimates	2012-13 Main Estimates	2011-12 Actuals
<b>Operations Expense</b>				
Activity 1 – Directorate	7,827	7,803	7,924	8,119
Activity 2 – Program Delivery Support	38,259	37,153	34,772	33,748
Activity 3 – Health Services Programs	192,194	192,989	192,989	201,937
Activity 4 – Supplementary Health Programs	24,743	26,243	26,243	26,364
Activity 5 – Community Wellness and Social Services	88,092	87,005	87,998	90,834
<b>Total Operations Expense</b>	<b>351,115</b>	<b>351,193</b>	<b>349,926</b>	<b>361,002</b>
<b>Revenues</b>	<b>53,380</b>	<b>52,524</b>	<b>52,524</b>	<b>60,297</b>

#### HUMAN RESOURCE SUMMARY

Total Number of Employees	Proposed 2013-14	2012-13	2011-12	2010-11
Department	159	149	142	139
Health and Social Service Authorities	1,332	1,318	1,316	1,257

## Appendix I – Financial Information

### Operations Expense Summary

	PROPOSED ADJUSTMENTS					
	2012-13 Main Estimates	Restate	Forced Growth	Sunsets and Other Approved Adjustments	Transfers	2013-14 Business Plans
<b>Activity 1 - Directorate</b>						
Directorate Activity	7,294	(97)	-	-	-	7,827
<b>Total Activity 1</b>	<b>7,294</b>	<b>(97)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,827</b>
<b>Activity 2 – Program Delivery Support</b>						
Information Systems	8,098	6	-	(1)	(4)	8,099
Health and Social Services Human Resources	3,947	100	-	-	1,278	5,325
Health Services Administration	1,751	-	-	-	(148)	1,603
Territorial Health Services	2,045	602	-	-	-	2,647
Office of the Chief Public Health Officer	937	822	-	275	-	2,034
Population Health	3,489	552	1	(8)	(61)	3,973
HSS Authorities Administration	14,505	-	73	-	-	14,578
Amortization	-	-	-	-	-	-
<b>Total Activity 2</b>	<b>34,772</b>	<b>2,082</b>	<b>74</b>	<b>266</b>	<b>1,065</b>	<b>38,259</b>
<b>Activity 3 – Health Services Programs</b>						
NWT Hospitals	87,771	-	1,937	-	(1,037)	88,671
NWT Health Centres	28,846	-	528	-	(2,839)	26,535
Out of Territories Hospitals	19,123	-	-	-	-	19,123
Physicians Inside the NWT	43,519	-	966	(350)	-	44,135
Physicians Outside the NWT	5,333	-	-	-	-	5,333
Medical Equipment under \$50,000	1,102	-	-	-	-	1,102
Amortization	7,295	-	-	-	-	7,295
<b>Total Activity 3</b>	<b>192,989</b>	<b>-</b>	<b>3,431</b>	<b>(350)</b>	<b>(3,876)</b>	<b>192,194</b>
<b>Activity 4 – Supplementary Health Programs</b>						
Supplementary Health Programs						
Indigent Health Benefits	115	-	-	-	-	115
Métis Health Benefits	1,907	-	-	-	-	1,907
Extended Health Benefits	8,449	-	-	-	-	8,449

*Department of Health and Social Services*

**PROPOSED ADJUSTMENTS**

	<b>2012-13 Main Estimates</b>	<b>Restate</b>	<b>Forced Growth</b>	<b>Sunsets and Other Approved Adjustments</b>	<b>Transfers</b>	<b>2013-14 Business Plans</b>
Medical Travel	15,772	-	-	(1,500)	-	14,272
Amortization	-	-	-	-	-	-
<b>Total Activity 4</b>	<b>26,243</b>	<b>-</b>	<b>-</b>	<b>(1,500)</b>	<b>-</b>	<b>24,743</b>
<b>Activity 5 – Community Wellness and Social Services</b>						
Community Wellness and Social Services	21,682	(490)	146	(199)	-	21,139
Prevention Services	5,076	(1,405)	-	692	-	4,363
Adult Continuing Care Services	27,462	(90)	1,249	-	-	28,621
Community Social Services	33,033	-	191	-	-	33,224
Amortization	745	-	-	-	-	745
<b>Total Activity 5</b>	<b>87,998</b>	<b>(1,985)</b>	<b>1,586</b>	<b>493</b>	<b>-</b>	<b>88,092</b>
<b>TOTAL DEPARTMENT</b>	<b>349,926</b>	<b>-</b>	<b>5,091</b>	<b>(1,091)</b>	<b>(2,811)</b>	<b>351,115</b>

Explanation of Proposed Adjustments to Operations Expense

Activity / Task Explanation of Proposed Adjustment	Restate	Forced Growth	Sunsets and Other Approved Adjustments	Transfers
<b>Activity 1 - Directorate</b>				
Directorate Activity				
Re-alignment of resources	(97)	-	-	-
<b>Total for Activity 1</b>	<b>(97)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Activity 2 - Program Delivery Support</b>				
Information Systems				
Re-alignment of resources	6	-	-	-
Sunset - Child and Family Services in 5 Communities	-	-	(1)	-
Implementation of Financial Shared Services in the Beaufort Delta	-	-	-	(4)
	6	-	(1)	(4)
Health and Social Services Human Resources				
Re-alignment of resources	100	-	-	-
Transfer of 7 Recruitment and Retention Positions from HR	-	-	-	974
Transfer of Relevant Experience Program funding to HR	-	-	-	(200)
Transfer of Managing Northern Employment Initiative funding for Nurse Educator Mentorship from HR	-	-	-	504
	100	-	-	1,278
Health Services Administration				
Implementation of Financial Shared Services in the Beaufort Delta	-	-	-	(148)
	-	-	-	(148)
Territorial Health Services				
Re-alignment of resources	602	-	-	-
	602	-	-	-
Office of the Chief Public Health Officer				
Re-alignment of resources	822	-	-	-
Prevention and Promotion Programs	-	-	275	-
	822	-	275	-

*Department of Health and Social Services*

Activity / Task Explanation of Proposed Adjustment	Restate	Forced Growth	Sunsets and Other Approved Adjustments	Transfers
<b>Population Health</b>				
Re-alignment of resources	552	-	-	-
Ever-greening Program Vehicles	-	1	-	-
Sunset : HPV Vaccination Program	-	-	(8)	-
Transfer Lease Administration from HSS to PWS	-	-	-	(61)
	552	1	(8)	(61)
<b>HSS Authorities Admin</b>				
Microsoft License Contract increase	-	73	-	-
	-	73	-	-
<b>Total for Activity 2</b>	<b>2,082</b>	<b>74</b>	<b>266</b>	<b>1,065</b>
<b>Activity 3 – Health Services Programs</b>				
<b>NWT Hospitals</b>				
BDHSSA : Standby, Callback and Shift Premiums	-	202	-	-
HRHSSA : South Slave Mammography	-	171	-	-
Supplies	-	222	-	-
STHA : Job Evaluation Appeal	-	17	-	-
STHA : Chemotherapy Drug Treatment	-	166	-	-
STHA : Dietary, Laundry, Housekeeping contract	-	632	-	-
STHA : Registration Clerk Staff	-	335	-	-
STHA : Surgical Daycare Compensation	-	136	-	-
Ever-greening Program Vehicles	-	56	-	-
Transfer Lease Administration from HSS to PWS	-	-	-	(1,037)
	-	1,937	-	(1,037)
<b>NWT Health Centres</b>				
BDHSSA : Standby, Callback and Shift Premiums	-	445	-	-
Supplies	-	19	-	-
Ever-greening Program Vehicles	-	64	-	-
Transfer Lease Administration from HSS to PWS	-	-	-	(2,839)
	-	528	-	(2,839)

*Department of Health and Social Services*

Activity / Task Explanation of Proposed Adjustment	Restate	Forced Growth	Sunsets and Other Approved Adjustments	Transfers
Physicians Inside the NWT				
Sunset - Base Deficiency for Physicians resulting from Maternity leave costs	-	-	(350)	-
Physicians Contract	-	966	-	-
	-	966	(350)	-
<b>Total for Activity 3</b>	<b>-</b>	<b>3,431</b>	<b>(350)</b>	<b>(3,876)</b>
<b>Activity 4 – Supplementary Health Programs</b>				
Medical Travel				
Sunset - Air Charter Medivac Services	-	-	(1,500)	-
<b>Total for Activity 4</b>	<b>-</b>	<b>-</b>	<b>(1,500)</b>	<b>-</b>
<b>Activity 5 – Community Wellness and Social Services</b>				
Community Wellness and Social Services				
Re-alignment of resources	(490)	-	-	-
BDHSSA : Inuvik Group Home	-	146	-	-
Sunset - Child and Family Services in 5 Communities	-	-	(499)	-
Prevention and Promotion Programs	-	-	300	-
	(490)	146	(199)	-
Prevention Services				
Re-alignment of resources	(1,405)	-	-	-
Prevention and Promotion Programs	-	-	325	-
Family Violence Action Plan	-	-	367	-
	(1,405)	-	692	-
Adult Continuing Care Services				
Re-alignment of resources	(90)	-	-	-
YHSSA : Non-Government Organization AVENS	-	356	-	-
BDHSSA : Billy Moore Group Home	-	303	-	-
BDHSSA : Charlotte Vehus Group Home	-	590	-	-
	(90)	1,249	-	-



*Department of Health and Social Services*

<b>Activity / Task</b> Explanation of Proposed Adjustment	<b>Restate</b>	<b>Forced Growth</b>	<b>Sunsets and Other Approved Adjustments</b>	<b>Transfers</b>
Community Social Services				
BDHSSA : Standby, Callback and Shift Premiums	-	191	-	-
	-	191	-	-
<b>Total for Activity 5</b>	<b>(1,985)</b>	<b>1,586</b>	<b>493</b>	<b>-</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>	<b>-</b>	<b>5,091</b>	<b>(1,091)</b>	<b>(2,811)</b>

Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan

Revenue Item	(thousands of dollars)	
	2012-13 Main Estimates	2013-14 Business Plans
<b>Transfer Payment</b>		
Wait Times Reduction Trust	315	315
Territorial Health Access Fund - Extended Territorial Health System Sustainability Initiative (THSSI)	4,333	4,333
Medical Travel Fund - Extended Territorial Health System Initiative (THSSI)	3,200	3,200
Hospital Care - Status Indians and Inuit	21,034	21,455
Medical Care - Status Indians and Inuit	7,239	7,384
	<b>36,121</b>	<b>36,687</b>
<b>General</b>		
Professional Licenses Fees	140	180
Vital Statistics Fees	100	100
Environmental Health Fees	20	20
NWTHC Subsidy - Northern Lights Special Care Home	-	-
	<b>260</b>	<b>300</b>
<b>Other Recoveries</b>		
Reciprocal Billing - Inpatient Services	3,000	3,000
Reciprocal Billing - Hospital Services for Nunavut	8,500	8,500
Reciprocal Billing - Medical Services	500	500
Reciprocal Billing - Specialist Physicians for Nunavut	1,500	1,500
Special Allowances	1,000	1,000
Third Party Recoveries	-	-
	<b>14,500</b>	<b>14,500</b>
<b>Grant in Kind</b>		
Rockhill Apartments (lease to YWCA)	443	443
	<b>443</b>	<b>443</b>
<b>Capital</b>		
Amortization of Capital Contributions	1,200	1,450
	<b>1,200</b>	<b>1,450</b>
	<b>52,524</b>	<b>53,380</b>

Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2013-14 Business Plan

(thousands of dollars)							
Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Restate	Forced Growth	Sunsets and Other Approved Adjustments	Transfers	2013-14 Business Plan
<b>Activity 1 - Directorate</b>							
	Tlicho Cultural Co-ordinator	35	-	-	-	-	35
<b>Total for Activity 1</b>		<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35</b>
<b>Activity 2 – Program Delivery Support</b>							
	Telehealth Co-ordinators (Information Systems)	100	-	-	-	-	100
	NWT Wide Picture Archive and Communications System (PACS)	100	-	-	-	-	100
	LIS Administrator	118	-	-	-	-	118
	Professional Development, Recruitment and Retention	2,901	-	-	-	-	2,901
	Primary Care (Health Systems Planning) Re-alignment of resources	473	41	-	-	-	514
	Office of CPHO contributions Re-alignment of resources (Healthy Choices)	-	665	-	-	-	-
	Prevention and Promotion Programs	-	-	-	50	-	715
	Health Protection Contributions Re-alignment of resources	-	10	-	-	-	10
	HSS Authorities Administration Authorities - Microsoft Licensing	14,505	-	73	-	-	14,578
<b>Total for Activity 2</b>		<b>18,197</b>	<b>716</b>	<b>73</b>	<b>50</b>	<b>-</b>	<b>19,036</b>

*Department of Health and Social Services*

(thousands of dollars)							
Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Restate	Forced Growth	Sunsets and Other Approved Adjustments	Transfers	2013-14 Business Plan
<b>Activity 3 – Health Services Programs</b>							
<b>Grants</b>							
	Medical Professional Development	40	-	-	-	-	40
<b>Contributions</b>							
	Hospital Services (NWT Hospitals)	80,873					
	BDHSSA : Standby, Call-back and Shift Premiums	-	-	202	-	-	-
	HRHSSA : South Slave Mammography	-	-	171	-	-	-
	Supplies	-	-	222	-	-	-
	STHA : Job Evaluation Appeal	-	-	17	-	-	-
	STHA : Chemotherapy Drug Treatment	-	-	166	-	-	-
	STHA : Dietary, Laundry, Housekeeping contract	-	-	632	-	-	-
	STHA : Registration Clerk Staff	-	-	335	-	-	-
	STHA : Surgical Daycare Compensation	-	-	136	-	-	-
	Ever-greening Program Vehicles	-	-	56	-	-	-
	Transfer Lease Administration from HSS to PWS	-	-	-	-	(1,037)	-
							81,773
	Health Centres	28,846					
	BDHSSA : Standby, Call-back and Shift Premiums	-	-	445	-	-	-
	Supplies	-	-	19	-	-	-
	Ever-greening Program Vehicles	-	-	64	-	-	-
	Transfer Lease Administration from HSS to PWS	-	-	-	-	(2,839)	-
							26,535
	Physician Services to NWT Residents						
	Contract with NWT Medical Assoc for Family Practitioners and Specialists and Fee for Service Schedule	39,450	-	966	-	-	-
	Sunset - Base Deficiency for Physicians resulting from Maternity leave costs	-	-	-	(350)	-	-
							40,066
	Medical Equipment under \$50,000	250	-	-	-	-	250
<b>Total for Activity 3</b>		<b>149,459</b>	<b>-</b>	<b>3,431</b>	<b>(350)</b>	<b>(3,876)</b>	<b>148,664</b>

*Department of Health and Social Services*

(thousands of dollars)							
Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Restate	Forced Growth	Sunsets and Other Approved Adjustments	Transfers	2013-14 Business Plan
<b>Activity 4 – Supplementary Health Programs</b>							
Medical Travel Benefits							
	Sunset - Air Charter Medevac Services	15,772	-	-	(1,500)	-	14,272
<b>Total for Activity 4</b>		15,772	-	-	(1,500)	-	14,272
<b>Activity 5 – Community Wellness and Social Services</b>							
<b>Grants</b>							
	Rockhill Apartments	443	-	-	-	-	443
<b>Contributions</b>							
	Health Awareness, Activities and Education	1,344					
	Sunset - Child and Family Services in 5 Communities	-	-	-	(435)	-	-
	Prevention and Promotion	-	-	-	300	-	-
							1,209
Children's Services							
	Intervention (Protective Services)	956	-	-	-	-	956
	Foster Care	7,689	-	-	-	-	7,689
Residential Care							
	BDHSSA : Inuvik Group Home	3,598	-	146	-	-	3,744
Prevention Services							
	Authorities	320	-	-	-	-	320
Department							
	Re-alignment of resources	-	(675)	-	-	-	-
	Prevention and Promotion	-	-	-	250	-	-
	Family Violence Action Plan	-	-	-	285	-	-
							2,448
Residential Care - Elderly & Persons with Disabilities							
	YHSSA - Non-Government Organizations - AVENS	19,970					
	BDHSSA : Billy Moore Group Home	-	-	356	-	-	-
	BDHSSA : Charlotte Vehus Group Home	-	-	303	-	-	-
		-	-	590	-	-	-
							21,219

*Department of Health and Social Services*

(thousands of dollars)							
Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Restate	Forced Growth	Sunsets and Other Approved Adjustments	Transfer	2013-14 Business Plan
Community Services							
social services delivery							
	BDHSSA : Standby, Call-back and Shift Premiums	20,168	-	174	-	-	20,342
	non-government organizations' residential care	2,931	-	-	-	-	2,931
	family violence	2,752	-	-	-	-	2,752
	community wellness programs	1,803	-	-	-	-	1,803
homecare							
	BDHSSA : Standby, Call-back and Shift Premiums	5,379	-	17	-	-	5,396
<b>Total for Activity 5</b>		<b>69,941</b>	<b>(675)</b>	<b>1,586</b>	<b>400</b>	<b>-</b>	<b>71,252</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>253,404</b>	<b>41</b>	<b>5,090</b>	<b>(1,400)</b>	<b>(3,876)</b>	<b>253,259</b>

## Appendix II – Human Resources Reconciliation

### Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan

<b>DEPARTMENT</b>			
	<b>Number of Positions</b>	<b>Location</b>	<b>Total</b>
<b>2012-2013 Main Estimates</b>			
Yellowknife Headquarters	130	Yellowknife	130
Beaufort-Delta	19	Inuvik	19
	<b>149</b>		<b>149</b>
<b>Reductions:</b>	-	-	-
<b>Sunset:</b>			
Child and Family Services Committees in 5 Communities: CFS Committee Co-ordinator	(1)	Yellowknife	(1)
<b>Transfers:</b>			
Implementation of Financial Shared Services in the Beaufort-Delta Manager, Financial Operations	(1)	Inuvik	(1)
Finance and Admin Officer	(1)	Inuvik	(1)
<b>Transfer Corporate Human Resources Recruitment Support Unit from HR:</b>			
Manager, Recruitment Support, Health Recruitment Specialist, Mentorship Co-ordinator, Recruitment Program Officer, Nurse Educator Mentor	5	Yellowknife	5
Professional Development Initiative Training Officers	2	Inuvik	2
Nurse Educator Mentor	1	Yellowknife	1
Nurse Educator Mentor	1	Inuvik	1
Nurse Educator Mentor	1	Hay River	1
<b>Internal Reallocation:</b>			
Chief Public Health Officer	1	Yellowknife	1
<b>New Positions from Other Sources:</b>			
Territorial Health System Sustainability Initiative [sunsets 2014-15] Project Manager - Medical Travel	1	Yellowknife	1
Policy Officer - Health Benefits	1	Yellowknife	1
<b>Total Proposed Positions 2013-14 Business Plan</b>			
Yellowknife Headquarters	138	Yellowknife	138
Beaufort-Delta	20	Inuvik	20
Hay River	1	Hay River	1
	<b>159</b>		<b>159</b>
<b>Increase (Decrease)</b>	<b>10</b>	<b>-</b>	<b>10</b>

**HEALTH AND SOCIAL SERVICES AUTHORITIES**

	<b>Number of Positions</b>	<b>Location</b>	<b>Total</b>
<b>2012-2013 Main Estimates</b>	1,318		1,318
<b>Forced Growth:</b>			
Mammography Support - HRHSSA	1	Hay River	1
Registration Clerk - STHA	3	Yellowknife	3
Registration Clerk - STHA (Part Time)	1	Yellowknife	1
<b>Transfer Position:</b>			
Laboratory Information Systems Administrator - STHA	(1)	Yellowknife	(1)
Laboratory Information Systems Administrator (Authority TBD)	1	TBD	1
<b>Internal Reallocation:</b>			
Executive Assistant - STHA (Part Time)	(1)	Yellowknife	(1)
RN - Emergency - STHA (Part Time)	(1)	Yellowknife	(1)
RN - Emergency - STHA	1	Yellowknife	1
Oncology Nurse Navigator - STHA (Part Time)	1	Yellowknife	1
Home Support Worker - YHSSA	(1)	Yellowknife	(1)
Clinic Administrative Officer - YHSSA (Part Time)	(1)	Yellowknife	(1)
Clinic Administrative Officer - YHSSA	1	Yellowknife	1
Community Health Representative - SHSSA (Part Time)	1	Deline	1
Regional Dental Therapist - SHSSA	1	Norman Wells	1
Health Promotion & Prevention Worker - SHSSA	(1)	Fort Good Hope	(1)
Health Promotion & Prevention Worker - SHSSA	(1)	Tulita	(1)
Community Health Representative - SHSSA (Part Time)	1	Tulita	1
Recreation Assistant - HRHSSA (Part Time)	1	Hay River	1
POS Worker - HRHSSA	(1)	Hay River	(1)
Utility Worker 1 - HRHSSA	1	Hay River	1
SLS Custodian Worker - HRHSSA (Part Time)	(1)	Hay River	(1)
Seasonal Groundskeeper - HRHSSA (Part Time)	(1)	Hay River	(1)
Manager, Acute Care - HRHSSA	1	Hay River	1
<b>Corrections to Position Count:</b>			
Billing Clerk - FSHSSA	1	Fort Smith	1
Registered Nurse - FSHSSA	1	Fort Smith	1
Nurse Practitioner - FSHSSA(Part Time)	1	Fort Smith	1
Receptionists And Switchboard - FSHSSA(Part Time)	1	Fort Smith	1
LPN - FSHSSA	2	Fort Smith	2
Medical Records Clerk - FSHSSA	1	Fort Smith	1
Registration Area Pool - FSHSSA(Part Time)	1	Fort Smith	1
RN Dialysis - FSHSSA(Part Time)	2	Fort Smith	2
RN Dialysis - FSHSSA	(1)	Fort Smith	(1)
CSR - FSHSSA(Part Time)	(1)	Fort Smith	(1)
CSR - FSHSSA	1	Fort Smith	1
<b>Total Proposed Positions 2013-14 Business Plan</b>	<b>1,332</b>		<b>1,332</b>
<b>Increase (Decrease)</b>	<b>14</b>	<b>-</b>	<b>14</b>



## **Appendix III – Infrastructure Investments**

### *Planned Activities – 2013-14*

#### **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.

- Future redevelopment of Stanton Territorial Hospital
- Fort Simpson Health and Social Services Centre
- Tulita Health and Social Services Centre
- Fort Resolution Health and Social Services Centre
- Lutsel K'e Health and 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**

The design build contract was awarded in July 2012. The operational planning and functional programming are complete for the new Health Centre. The next step will be finalization of the schematic design scheduled for the fall 2012, which will pave the way for work on the foundation to commence in the spring. It is anticipated that there will be a three year design and construction period, with the new Centre opening its doors in the fall of 2015.

#### **Long Term Care Facility - Behchokó**

Replace the existing 8-bed facility with a new 18-bed facility based on the Department's Long Term Care facility prototype. Construction began in May 2012. Phase 1 will be completed by August 2013 and Phase 2 by September 2014.

#### **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.

# **INDUSTRY, TOURISM and INVESTMENT**



## 1. DEPARTMENT OVERVIEW

### MISSION

The Department of Industry, Tourism and Investment (ITI), in partnership with others, provides quality programs and services to promote and support Northwest Territories (NWT) economic prosperity and community self-reliance.

### GOALS

1. Promote and support a diversified economy that provides opportunities for NWT residents.
2. Promote and support the development of business opportunities, including agriculture, commercial fishing, traditional economy, tourism, trade, investment, manufacturing, and secondary industries.
3. Promote the sustainable development of natural resources that respects the conservation and protection of the environment for our future generations.
4. Promote and support the efficient development, utilization and marketing of energy resources to achieve self-sufficiency, maximize economic opportunities, and realize affordable energy costs.
5. Secure economic and employment opportunities from responsible resource development for NWT residents.
6. Develop partnerships with individuals, businesses, communities, Aboriginal organizations and other governments to foster prosperity and community self-reliance.

### OPERATING ENVIRONMENT

#### Overview:

The NWT economy is dominated by trade, particularly diamond, oil and gas exports, mineral exploration and development, and tourism. Our rich resource base provides us with the economic base needed for growth, and much of the value from resource development originates with trade, construction and service businesses. These businesses benefit from mineral development and also provide communities with needed goods and services.

#### Issues affecting ITI:

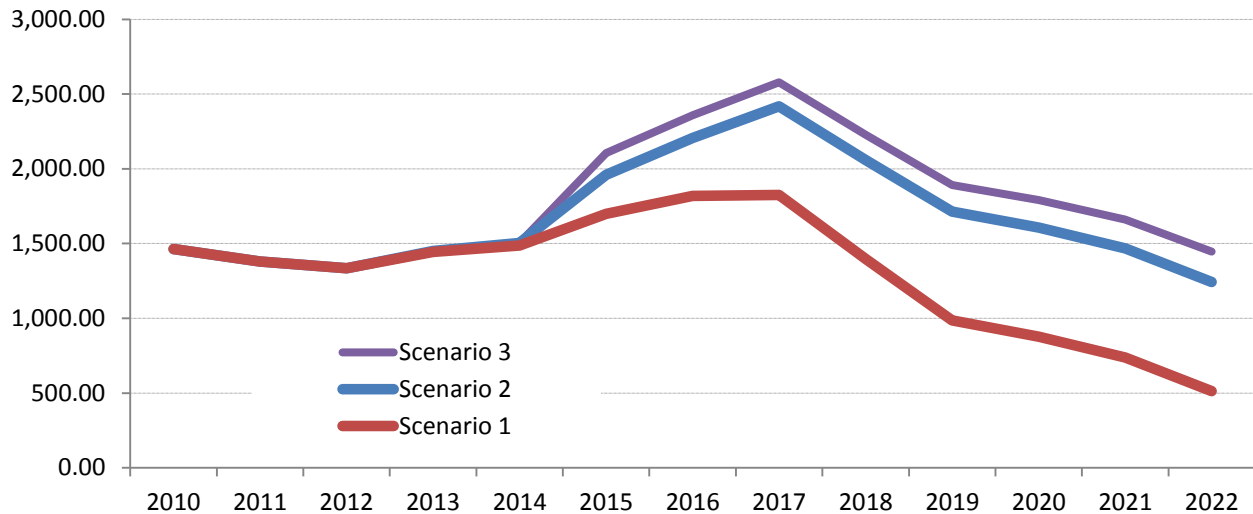
##### *Limited mine life and potential for new mineral and oil and gas development*

Investment in the NWT diamond mines and exploration for oil and natural gas has resulted in significant levels of economic growth, which brought opportunities for business and employment to residents; however, the lifespan of the operating mines in the NWT is finite.

ITI supports the development of an “Economic Impact Model”, which is used to project the contribution of Gross Domestic Product (GDP) under three separate scenarios:

- Scenario 1 - Gahcho Kué mine starts in 2013;
- Scenario 2 - includes the Gahcho Kué development and four new mining projects; and
- Scenario 3 - includes all mining projects and oil and gas development in the Sahtu.

**GDP - Impacts from Various Development Scenarios (2002 Chained \$ Millions)**



### ***Difficulty attracting investment***

Overall investment in the NWT has declined significantly since 2006, particularly in the mining, and oil and gas sectors. ITI is committed to developing a new Mineral Development Strategy and an Economic Development Strategy, which will outline the GNWT’s approach to address some of the issues that currently limit investment in the NWT.

### ***High cost of living and doing business in the NWT and regional disparities***

Significant economic disparities exist between NWT regional centres and smaller communities. ITI continues to work with all regions and other GNWT departments toward programs to address this issue. Directly affecting the cost of living in NWT is the cost of electricity. The GNWT’s subsidy programs partially offset this and ITI’s focus on increasing the use of local, renewable and alternative energy sources will be a key priority in 2013-14. New technology investments could also have positive impacts across the NWT.

### ***Need for economic diversification of the economy***

Economic growth is projected to decline without continued development of the NWT’s resources. Reliance on the resource sector emphasizes the need to diversify the NWT economy. While relatively small in terms of economic impacts, ITI is fostering opportunities to diversify and expand the film, arts and crafts, traditional economy, tourism, manufacturing and value added sectors, as well as general business expansion and investment.

**Potential for Tourism growth**

The tourism sector contributes more than \$100 million to the NWT economy annually. Of all sectors, tourism presents the greatest likelihood of creating economic opportunities in each region and for each community. Continued investments by ITI in programs promoting marketing, Aboriginal tourism, community and industry engagement, infrastructure, skills development and research will be critical in increasing tourism numbers and visitors spending.

**Challenges and opportunities in retail, trade, manufacturing and accommodation services**

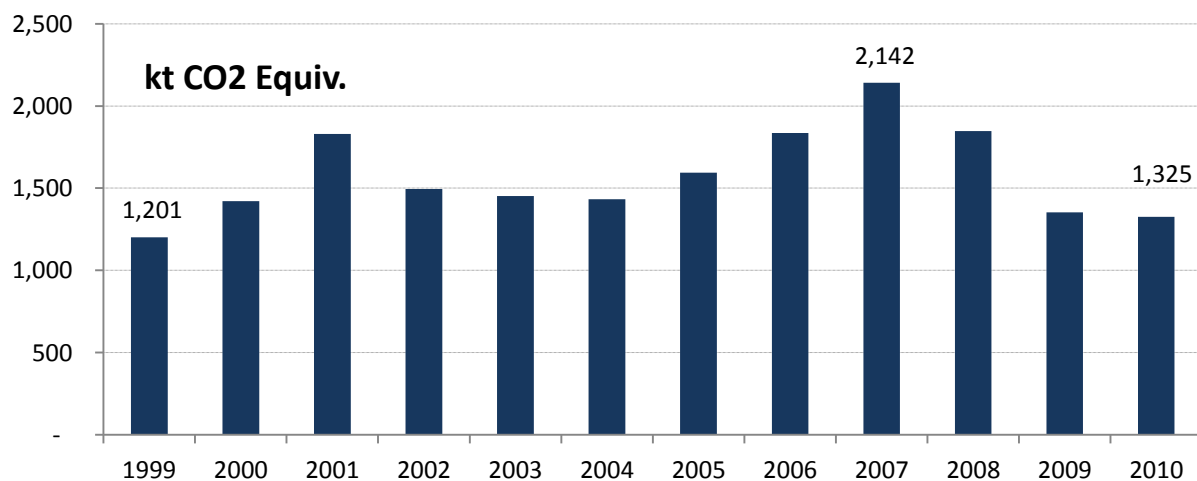
Manufacturing shipments have declined by 86 percent over five years; however, during that same period, retail sales and wholesale trade demonstrated strong growth compared to the Canadian average. ITI will continue to provide support through its very successful *Support to Entrepreneurs and Economic Development Policy* toward diversification of the economy. Accommodation services have experienced growth over the past few years to varying degrees, bolstered by ITI’s Tourism 2015 Strategy. ITI continues to work with industry stakeholders to provide programs and support that will help these sectors meet the challenges and opportunities ahead in 2013-14.

**Promoting sustainable development**

Climate change has the potential to impact the NWT economy and the manner in which businesses and industry operate. As climate change has become a more significant factor in the NWT, ITI now includes greenhouse gas emissions within its economic indicators. The use of local energy sources such as hydro, natural gas, biomass, geothermal or wind should help to reduce the NWT’s reliance on imported fossil fuels, which in turn should assist in diversifying and strengthening the NWT economy. ITI will continue to work with the Ministerial Energy Coordinating and Climate Change Committee-of-Cabinet on the various initiatives toward energy sustainability.

Sales of refined petroleum products within the NWT between 2008 and 2010 have declined significantly.

**NWT Greenhouse Gas Emissions since 1999**



## **KEY ACTIVITY 1 – CORPORATE MANAGEMENT**

### **Description**

The Corporate Management activity consists of Directorate; Policy, Legislation and Communications; Corporate Costs; and Shared Services (Finance and Administration, and Informatics).

**Directorate** includes the Deputy Minister and the Assistant Deputy Minister, Programs and Operations. It guides the overall planning and execution of instructions from the Minister and the Legislative Assembly. The Deputy Minister and Assistant Deputy Minister provide strategic advice and support to the Minister and to the Department.

**Policy, Legislation and Communications** provides services related to policy, communications, Executive Council and Financial Management Board submissions, legislation, and intergovernmental and interdepartmental affairs. It is responsible for Access to Information requests and departmental trademarks and copyright. It also participates in land and resource management issues on behalf of ITI.

**Corporate Costs** captures department-wide costs such as lease payments, vehicle cost, building maintenance, and fuel.

**Shared Services** consists of the Finance and Administration and Informatics Divisions, providing services to the Departments of ITI and Environment and Natural Resources (ENR).

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

Informatics is responsible for developing and maintaining information systems, databases and web systems that provide information to decision-makers and to the public. Services include:

- records management and library services;
- administration of Departmental image collection;
- geomatics and geographic information systems 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.

## **KEY ACTIVITY 2 – MINERALS AND PETROLEUM RESOURCES**

### **Description**

The Minerals and Petroleum Resources activity consists of the Minerals, Oil and Gas Division (MOG); the Mackenzie Valley Petroleum Planning Office (MVPPPO); and Industrial Initiatives. MOG includes the Northwest Territories Geoscience Office (NTGO), funded and managed jointly with the federal government. The five **Regional Offices** across the NWT ensure that businesses and entrepreneurs receive access to the programs and resources, to help maximize the benefits from development in their regions.

**MOG** encourages and supports responsible resource exploration, investment, production and associated secondary economic activity to ensure that NWT residents benefit from the development of the NWT's mineral and petroleum resources.

**NTGO's** mandate is to undertake original geoscience studies to maintain comprehensive geoscience information about the NWT and to provide advice to individuals, communities, governments and industry. Working in partnership with the Department of Aboriginal Affairs and Northern Development Canada, MOG maintains and staffs the NTGO.

**MOG** is also responsible for negotiating agreements guaranteeing Approved NWT Diamond Manufacturers (ANDM) access to rough diamonds produced by NWT mines and for ensuring implementation of those agreements. MOG administers the Diamond Policy Framework, manages the GNWT Diamond Certification Program, and negotiates and administers agreements that license the use of GNWT diamond trademarks by ANDM.

The **MVPPPO**, based in Hay River, coordinates GNWT planning and response related to petroleum resources in the NWT including the Mackenzie Gas Project (MGP). This includes regulatory processes and strategic planning to ensure benefits accrue to NWT residents. MVPPPO is responsible for analysis, policy development and implementation in regards to developments associated with petroleum resource developments, and manages various contribution funding programs to help NWT residents, businesses and Aboriginal groups prepare for the associated opportunities and challenges. MVPPPO is also responsible for external and internal petroleum resource communications and strategic relationships.

**Industrial Initiatives** leads the negotiation of GNWT socio-economic agreements (SEAs) with industry, and monitors industrial activities in coordination with communities and industry. Industrial Initiatives provides expert GNWT socio-economic impact analysis during the environmental assessment of non-renewable resource development projects in the NWT, monitors implementation of SEAs, manages the annual publication of GNWT reports required under the SEAs, and coordinates research in best practices for NWT benefits from present and future initiatives.



**Performance Measures**

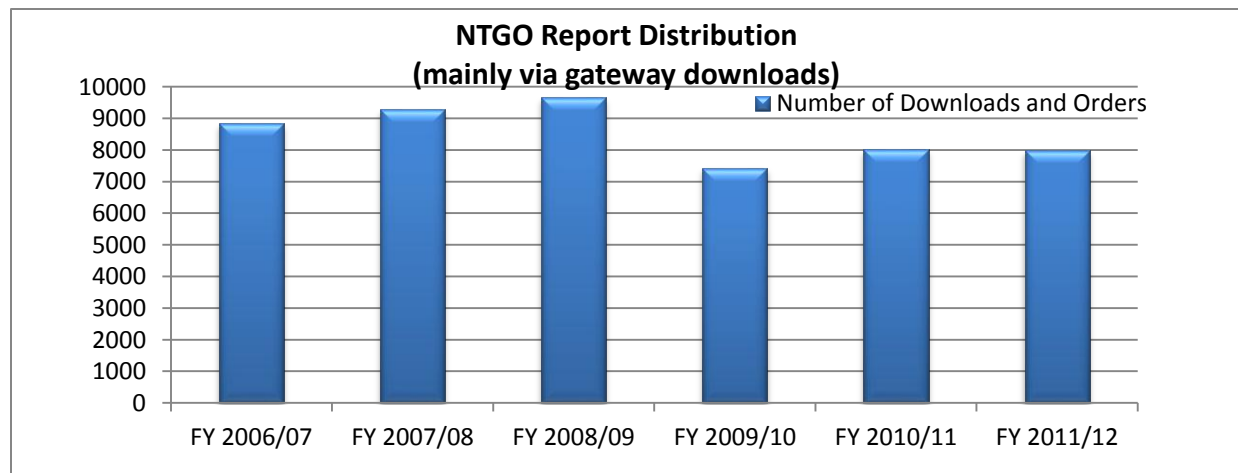
**MOG**

MOG lead efforts to promote and support the sustainable development of mineral and oil and gas resources throughout the NWT. This was accomplished through participation in four broad land use planning initiatives (Protected Areas Strategy, National Parks, Sahtu Land Use Plan and Gwich'in Land Use Plan), five resource project environmental reviews (Prairie Creek, Gahcho Kué, Yellowknife Gold, Nico and Thor Lake) and two natural resource-related legislative and policy initiatives (NEB Offshore Drilling Review and sessions on hydraulic fracturing). MOG also supported meetings with five major oil and seismic companies with exploration interests in the Sahtu Shale Oil play, and regularly monitored all major commodity markets, with added attention to the complex global markets for rough and polished diamonds.

MOG contacted 28 global diamond manufacturers to solicit interest in manufacturing NWT-mined diamonds and establishing new secondary manufacturing facilities in the NWT. Discussions are ongoing with companies who have developed business plans to bring new diamond manufacturing positions to the NWT.

**NTGO**

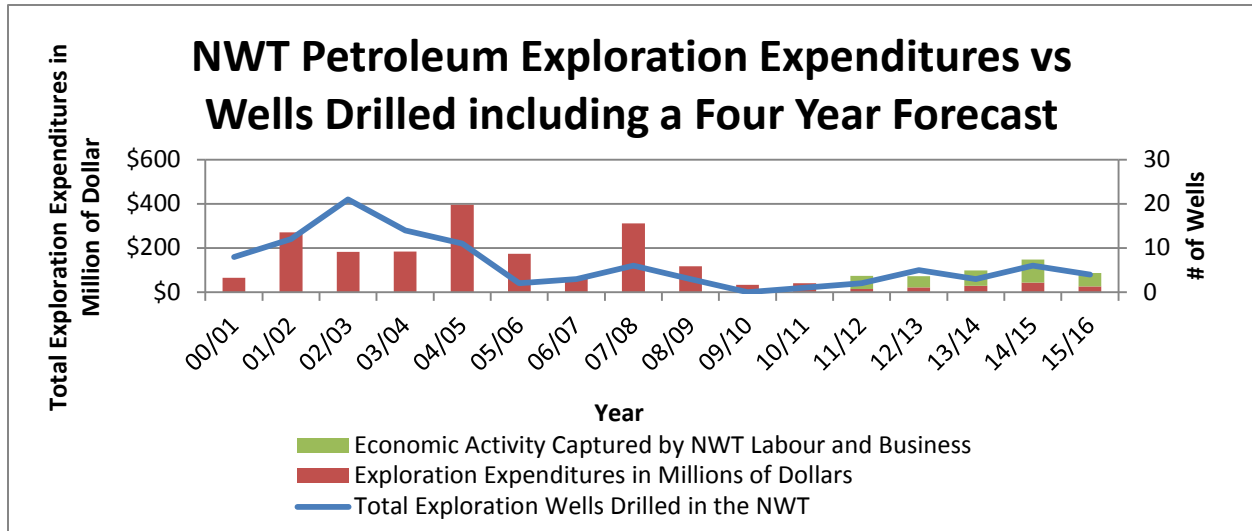
NTGO was very successful in leading efforts to better understand the geology of the NWT and sharing geoscience information with stakeholders. In 2011-12 NTGO funded 14 field programs, aimed at furthering geological understanding of potential mineral-bearing formations across the NWT. Geoscience information was disseminated mainly through electronic databases and visits to the NTGO by stakeholders. In 2011-12 over 1.08 million megabytes of information was downloaded from the various information systems; which represents over 7,000 individual information accesses by explorers, academics and other mining, oil and gas stakeholders.



**MVPPO**

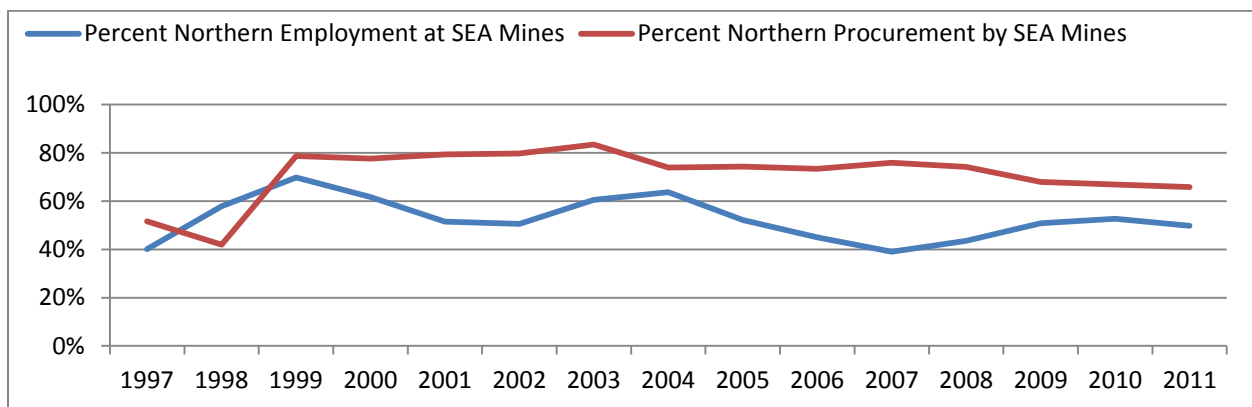
It is important to measure the percentage value of the economic benefits, captured by NWT residents and businesses through employment, contracting and material purchases in support of petroleum exploration activity in the NWT.

It is expected that economic benefits should increase over time through the implementation of targeted GNWT programs and support to assist in increasing training, employment and contracting results achieved for NWT residents and businesses. The MVPPO also follows the number of exploration wells drilled each year as this is a major determinant of the total exploration expenditure in a given year. In 2011-12 the rate of economic benefit capture of NWT petroleum exploration expenditures by northern residents and businesses for employment and contracting opportunities was estimated at 70 percent.



### INDUSTRIAL INITIATIVES

For the year ending 2011, there were 1,561 northern person years employed at the mines with which we have SEAs. Cumulatively since 1996, there has been more than 18,000 northern person years and over 9,000 northern Aboriginal person years of employment at these mines. Since 1996, SEA mines bought over \$9 billion in goods and services from northern businesses.



### Other Initiatives

**Energy and Mines Ministers Conference** - In 2012-13 preparations began for the NWT to host the 2013 Energy and Mines Ministers Conference in Yellowknife. The conference is the largest Federal/Provincial/Territorial conference of its kind, and provides the NWT a great opportunity to showcase the NWT and its resource potential.

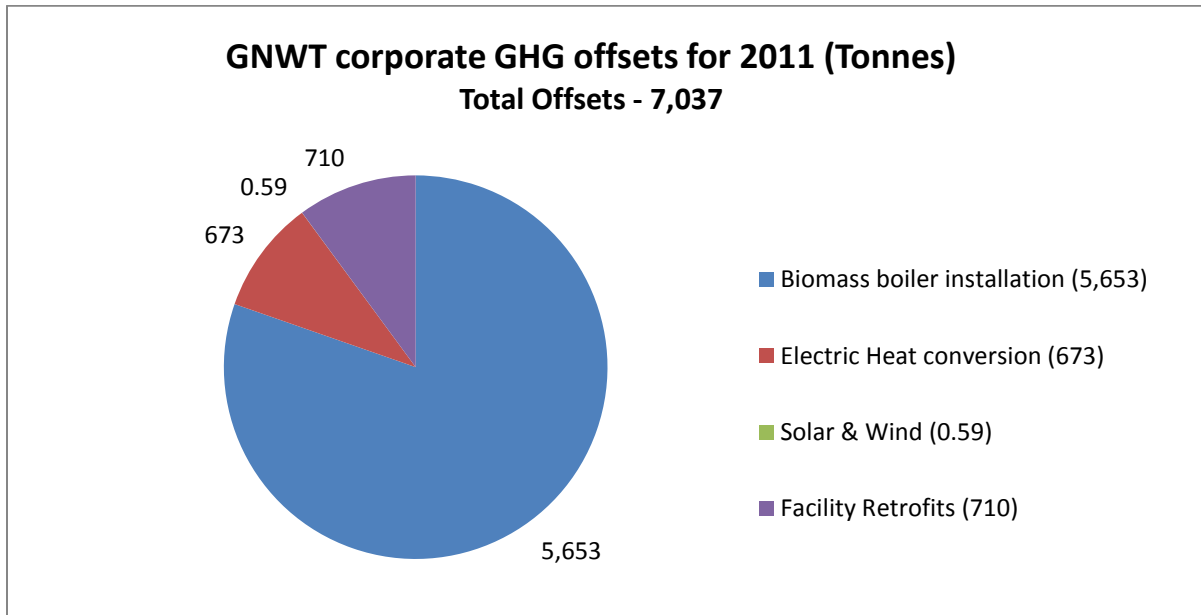
## KEY ACTIVITY 3 – ENERGY

### Description

The **Energy Planning** Division coordinates the GNWT’s overall energy planning and policy development, including the advancement of hydro initiatives in the NWT. It also coordinates public consultation and communications related to energy planning and policy development, and provides secretariat services to the Ministerial Energy Coordinating and Climate Change Committee-of-Cabinet (MECC).

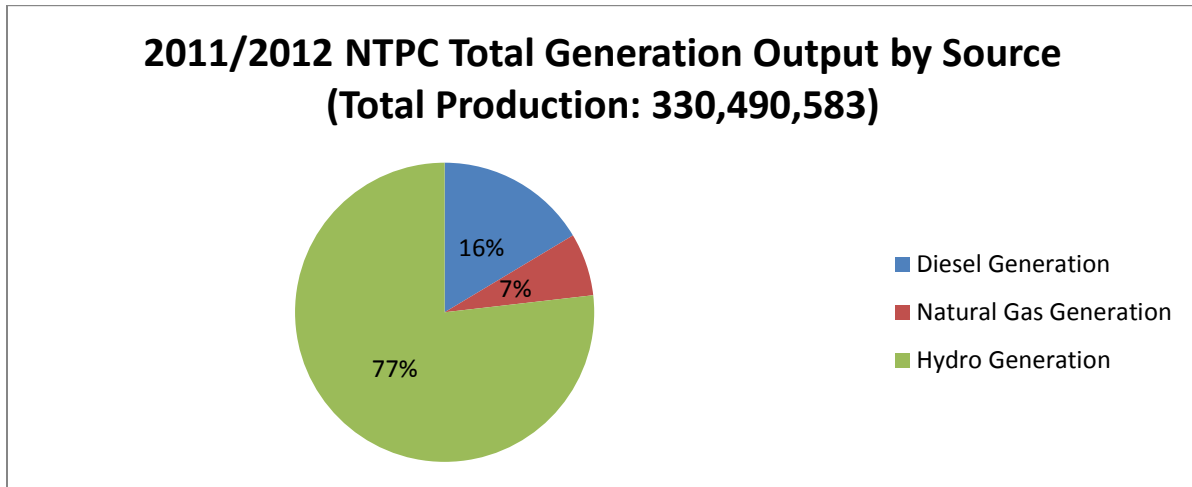
### Performance Measures

The GNWT offset its overall corporate greenhouse gas (GHG) emissions by 7,037 tonnes during the 2011 calendar year. These are emissions that would otherwise have been emitted if the business-as-usual (fossil fuel use) case proceeded. The following pie chart demonstrates a breakdown of these emissions offsets by category, as reported by the Department of Environment and Natural Resources. The GNWT emitted 40,400 tonnes of carbon dioxide in the 2011 calendar year.

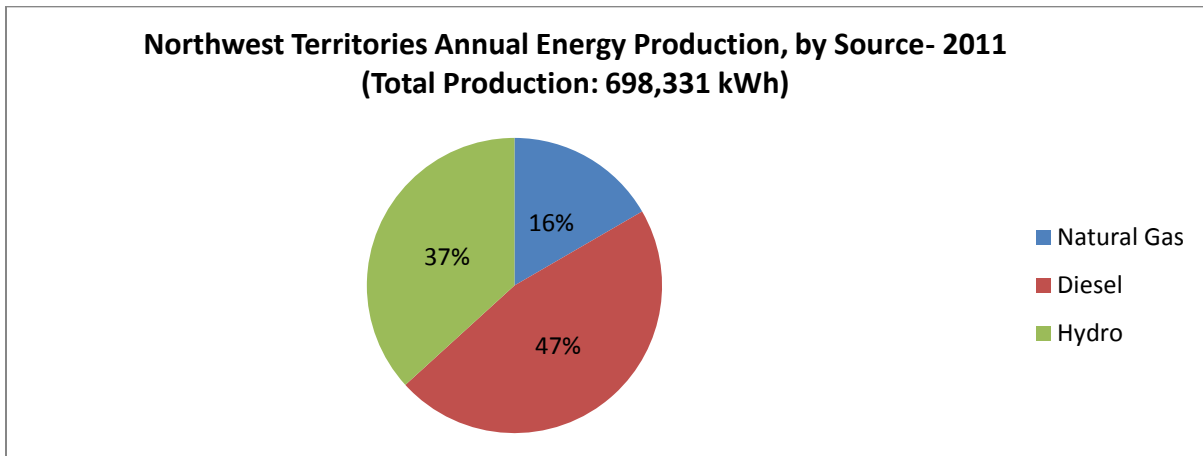


The GNWT is the sole shareholder of the Northwest Territories Power Corporation (NTPC) and ITI-Energy Planning is responsible for coordinating strategic direction to the utility. In fiscal year 2011-12, NTPC supplied 253,874,000 kilowatt hours (kWh) of hydro-electricity into the NWT power system. NTPC also supplied 54,221,779 kWh of diesel generated electricity, and 22,394,804 kWh of natural gas generated electricity.

The following pie chart demonstrates a breakdown of NTPC's generation sources by type for the 2011-12 fiscal year, as reported by NTPC:



In calendar year 2011, across the NWT, 116,181,000 kWh of natural gas generated electricity was supplied to the NWT power system, as well as 325,455,000 kWh of diesel generated electricity, and 256,695,000 kWh of hydro-electricity. This includes industrial electricity consumption, which comprises 52 percent of total electricity production in the NWT. Below is a pie chart that demonstrates total production, as reported by Statistics Canada:



A variety of factors, including weather patterns, demand and supply patterns, affect the above indicators. Through the 2013 NWT Energy Plan, further territory-wide measurements can be devised in order to better monitor the growth and development of the renewable energy economy, as well as the GHG offsets and reductions occurring across the NWT.

## KEY ACTIVITY 4 – TOURISM AND PARKS

### Description

ITI develops and implements NWT tourism strategies with partners in the tourism industry. The **Tourism and Parks** Division provides support for tourism marketing, and conducts research, training, planning and product development. The Division, along with ITI's **Regional Offices**, develops, operates and maintains public tourism facilities, including a system of NWT parks that supports and promotes tourism.

### Performance Measures

Tourism data and statistics are collected annually, typically on the fiscal year cycle (April 1 through March 31). The tourism sector in the NWT is the territory's largest renewable resource industry, contributing more than \$99 million to the NWT economy during the 2011/2012 fiscal year. Of all sectors, tourism presents the greatest likelihood of creating economic opportunities in each region and for each community, especially in the smaller communities.

Tourism numbers and revenues have decreased across Canada as a result of the global economic downturn. The number of leisure visitors to the NWT decreased by less than one percent (or 250 people). Business traveller numbers have also fallen by about two percent, but the numbers are expected to stabilize for 2013. Despite the decline in visitor numbers however, visitor spending increased by \$1.3 million over last year (2010/2011) to \$99.5 million.

As the Canadian economy recovers, there are signs that the situation is getting better in the NWT. Increased numbers of visitors are taking guided fishing tours, a 9.6 percent increase in the number of hunters, and strong gains in aurora viewing, as well as in outdoor adventure tourism. In general, leisure visitors are spending more money per person during their visits now than they have in the last five years.

Main Purpose of Travel	Visitor Statistics					Visitor Spending (millions)				
	2007/08	2008/09	2009/10	2010/11	2011/12	2007/08	2008/09	2009/10	2010/11	2011/12
Aurora Viewing	7,300	5,500	5,400	6,800	7,400	\$ 9.6	\$ 7.3	\$ 7.2	\$ 9.4	\$ 10.2
Fishing	7,500	7,300	6,400	5,000	4,700	\$ 17.5	\$ 17.0	\$ 12.6	\$ 11.8	\$ 12.9
General Touring	15,100	14,800	14,500	12,900	13,400	\$ 8.5	\$ 8.3	\$ 8.1	\$ 10.5	\$ 10.9
Hunting	980	940	760	440	480	\$ 13.0	\$ 12.5	\$ 10.1	\$ 4.2	\$ 4.6
Outdoor Adventure	2,100	2,100	1,900	1,900	2,300	\$ 6.9	\$ 6.8	\$ 6.1	\$ 6.5	\$ 5.2
Visiting Friends & Relatives	11,700	9,300	12,900	13,400	11,800	\$ 5.0	\$ 4.0	\$ 5.4	\$ 6.3	\$ 7.2
Total Leisure Visitors	44,680	39,940	41,860	40,440	40,080	\$ 60.5	\$ 55.9	\$ 49.5	\$ 48.7	\$ 51.0
Business Travel	34,900	33,600	26,200	24,800	24,300	\$ 77.4	\$ 74.6	\$ 58.1	\$ 49.5	\$ 48.5
<b>Total Visitors</b>	<b>79,580</b>	<b>73,540</b>	<b>68,060</b>	<b>65,240</b>	<b>64,380</b>	<b>\$ 137.9</b>	<b>\$ 130.5</b>	<b>\$ 107.6</b>	<b>\$ 98.2</b>	<b>\$ 99.5</b>

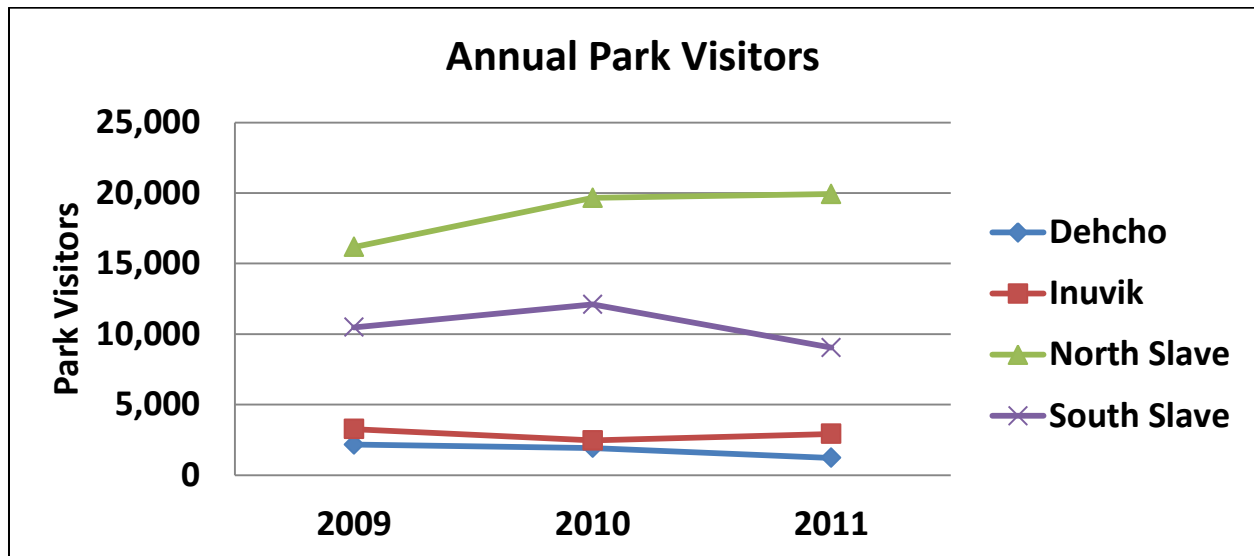
In 2010-11, through ITI's Tourism Product Diversification Program, 23 tourism products were created or expanded through businesses and organizations with an ITI investment of \$1.07 million. An additional 12 tourism products were created or enhanced in the 2011-12 fiscal year, with an investment of \$900,000.

ITI also works with the tourism industry and other areas of government to help train and build capacity in the NWT tourism industry. Through the Tourism 2010 and Tourism 2015 tourism plans, in the past two years ITI has offered 36 courses and trained 408 tourism industry professionals in courses including *Welcome NWT*, *NorthernMost Host*, and *Small Vessel Operator Proficiency*. Also in the past two years, ITI has helped create or expand five tourism attractions, including golf course expansions, community trail developments and museum enhancements.

Investments have also been made to develop and enhance infrastructure, services and programs offered at the Territorial Parks over the past two years. As seen in the table below, there has been a small fluctuation in the number of park users in the territory as a whole, but on a regional level, the fluctuations are more significant.

Region	Camping Visitors			Day Use Visitors		
	2009/10	2010/11	2011/12	2009/10	2010/11	2011/12
North Slave	10,720	11,338	11,704	5,452	8,324	8,221
South Slave	9,202	10,516	8,374	1,282	1,591	668
Dehcho	1,841	1,692	1,188	320	228	39
Inuvik	2,765	2,109	2,509	497	354	417
<b>Total</b>	<b>24,528</b>	<b>25,655</b>	<b>23,775</b>	<b>7,551</b>	<b>10,497</b>	<b>9,345</b>

The numbers of visitors to the NWT’s territorial parks continued to rebound in 2011 as the global economy slowly recovered. 2009 saw 32,079 visitors to the NWT, while 2011 saw 33,120 visitors. ITI tourism and park initiatives will continue in 2013-14 to bolster that rebound.



## KEY ACTIVITY 5 – ECONOMIC DIVERSIFICATION AND BUSINESS SUPPORT

### Description

ITI encourages investment in the NWT by providing economic analysis, and regional market and economic data for both business and government. It also supports informed decision-making by providing market intelligence, sector information, and opportunity studies. In conjunction with the NWT Business Development Investment Corporation (BDIC) and Community Futures Development Corporations, ITI provides business advice and access to investment capital. These activities are delivered through the **Investment and Economic Analysis Division** and **Regional Offices**, the NWT BDIC, and Community Futures Organizations.

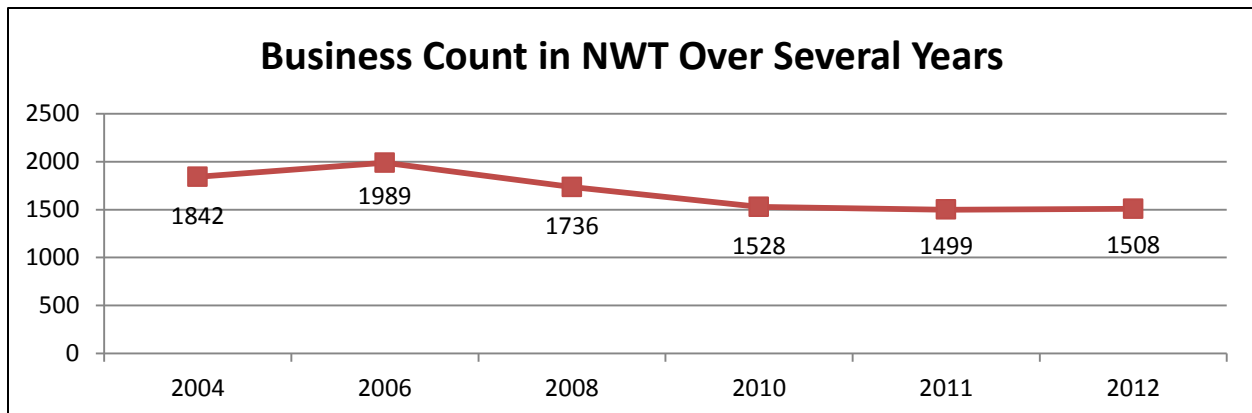
**ITI Regional Offices** supply program guidance, support, advice, and assistance at the community level. Regional representatives are experienced, knowledgeable and well networked with organizations, financial institutions, and government departments and agencies. ITI works with business associations such as the NWT Chamber of Commerce and NWT Construction Association, as well as with professional associations, to promote the NWT as a place to work, invest and live.

Investment and Economic Analysis leads the development of programs and initiatives in support of the NWT's **Traditional Economy**. Specific programs support arts and fine crafts, agriculture, fisheries, trapping and commercial game harvesting. Staff in Regional Offices implement the traditional economy programming.

This Division is also the GNWT lead on **Trade Matters**, including involvement with discussions on the Agreement on Internal Trade, Pacific Northwest Economic Region, Comprehensive and Economic Trade Agreement with the European Union. It is also responsible for the administration of the GNWT Business Incentive Policy (BIP), the GNWT Contracts Registry and Reporting System, which promote business opportunities for contracting with the GNWT.

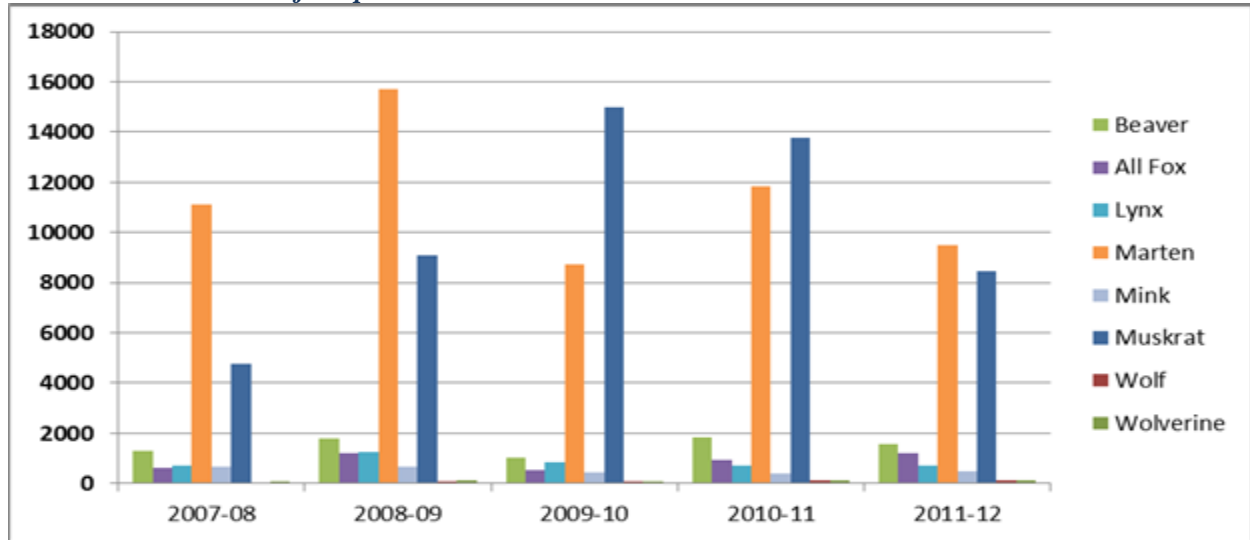
### Performance Measures

In the 2010/2011 fiscal year, ITI provided \$3.6 million in SEED Policy contributions to 418 individuals, businesses and organizations in the NWT. There were 1,508 businesses operating in the NWT in 2012 as of June, 2012.

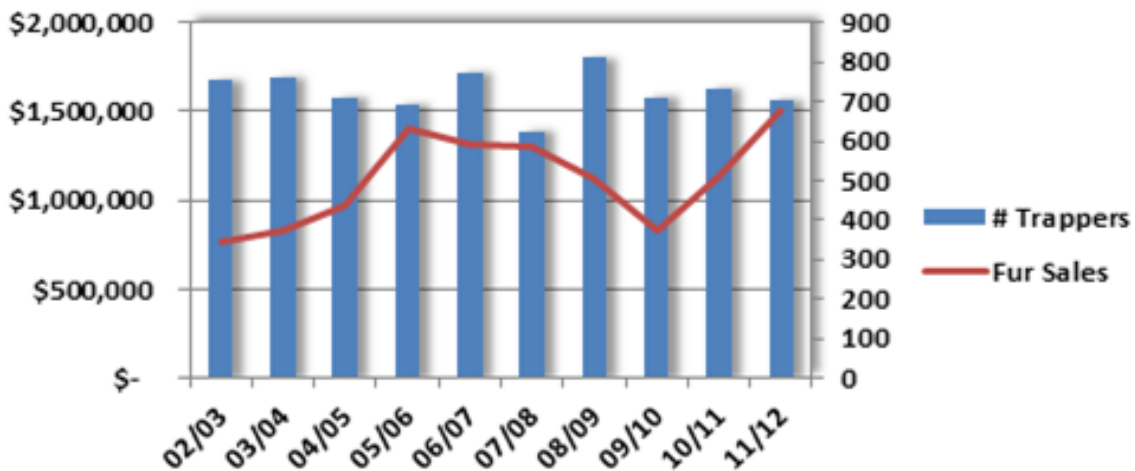


The tables below provide a comparison of yearly activity by trapper count and by amount and type of fur caught and produced annually. Since 2005 the number of trappers in the NWT has remained fairly constant, with 743 trappers operating in the NWT in 2011. Between 2007 and 2011 the number of furs harvested in the NWT also stayed fairly constant, with Marten and Muskrat pelts registering the highest participation by far.

*NWT Fur Harvest - Major Species*



*Gross Fur Sales and Number of Trappers - 10 Years*

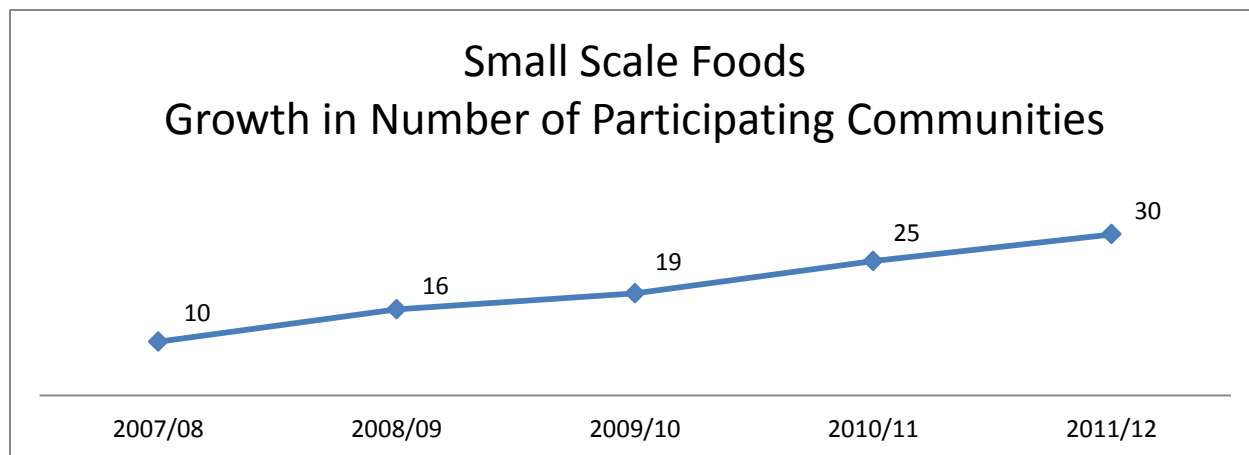


The fish harvest was down by 37 percent in 2010-11 from 2005-06, and market values of the harvest were \$2.1 million.

Due in large measure to the Small Scale Foods Program, the agriculture sector in the NWT has seen a significant expansion. Up until 2004-05, the NWT agriculture sector was concentrated in Hay River, Fort Smith and Yellowknife. Today, there is food production in 30 communities in the NWT. Production ranges from small community run gardens facilitated through the Small Scale Foods Program, garden co-operatives, and personal and commercial greenhouses.



The following chart represents the increasing number community gardens established in the NWT over the past four years.



Beyond garden production, the NWT is also producing 3.1 million dozens annually of eggs, which is equivalent to 121,000 layers, as well as roughly 500-600 kilograms of poultry.

ITI, in collaboration with the Territorial Farmers Association, is surveying all communities to determine productive capacity by area, in an effort to estimate total volumes of production.

The NWT Manufactured Products Policy, established under the BIP, provides an incentive in favour of NWT manufactured products in a manner that recognizes the higher cost of operation and manufacturing in the NWT. In 2013-14, ITI will continue to promote and encourage manufacturing in the NWT as a means to help diversify the NWT economy.

The chart below lists the products approved under the NWT Manufactured Products Policy.

PRODUCT	MANUFACTURER	LOCATION
Signs: <ul style="list-style-type: none"> <li>• Standard Traffic</li> <li>• Parks/Interpretive</li> <li>• Exterior Building</li> <li>• Project</li> </ul>	Poison Painting	Hay River
Industrial Modular Structures	Concept Energy Services Ltd.	Hay River
Steel Plate Girder Bridges	King Manufacturing	Hay River
	Northern Transportation Company Ltd.	Hay River
Steel Tanks	King Manufacturing	Hay River
	Northern Transportation Company Ltd.	Hay River
	Paul Brothers Welding Ltd.	Yellowknife
Fibreglass Tanks	Fibreglass North	Yellowknife
Roof Trusses	Energy Wall and Building Products Ltd.	Yellowknife
Windows	Arctic Front Windows	Hay River

## 2. RESPONDING TO PRIORITIES

The Department of Industry, Tourism and Investment has an extensive mandate that addresses three of five of the priorities identified by the 17<sup>th</sup> Legislative Assembly. Activities towards those priorities include:

### **PRIORITY 1 - BUILDING A STRONG AND SUSTAINABLE FUTURE FOR OUR TERRITORY**

#### Description

Strengthening our relationships with Aboriginal and other northern governments.

#### Major Program and Service Initiatives Planned for 2013-14

Partnering with community and Aboriginal governments to improve program and service delivery where possible, including: supporting the Aboriginal Pipeline Group to realize their one-third **Mackenzie Gas Project (MGP)** ownership interest; providing support to private businesses and the Sahtu Aboriginal land claims organizations in order for them to respond to increased employment and contracting opportunities associated with emerging petroleum exploration activities in the Central Mackenzie Region; supporting **GNWT devolution** efforts and building collaborative working relationships; and developing of an Aboriginal tourism sector in the NWT, including supporting the establishment of the **Aboriginal Tourism Champions Advisory Council**.

Additional initiatives include: consulting with Aboriginal governments on development of legislation, policies and programs; providing grants and contribution funding to NWT communities Community Economic Development Officers through the **Community Transfer Initiative**; providing expert advice to communities and Aboriginal organizations on mineral and energy resources; working with Aboriginal governments to obtain **traditional knowledge** and environmental baseline data for NWT rivers for potential **hydro development**; and supporting seven **Community Futures** Development Corporations in the NWT through annual operational contributions.

#### Description

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

#### Major Program and Service Initiatives Planned for 2013-14

Participating with partners and stakeholders in regional land use planning; identifying and establishing protected areas through the **NWT Protected Areas Strategy**; and providing technical and policy advice to inform development of National Parks through the **Mineral and Energy Resource Assessment** process.

Additional initiatives include: engagement in environmental assessments for development across the NWT; leading interventions before the National Energy Board (NEB) on oil and gas development in the NWT; engaging with communities on commitments derived from the NEB and Joint Review Panel processes; funding and participating on the **Diavik Communities Advisory Board**; and developing and monitoring **socio-economic impacts** associated with mining, which are monitored and reported in the Communities in Diamonds reports annually.

**Other ITI planned activities to support this priority include:**

- Development of a renewed **NWT Energy Plan** that will outline GNWT energy priorities for 2013-14 and beyond.
- Continuing to fund and work closely with the NWT Energy Corporation, who leads the planning and development of **NWT hydroelectric resources** and has recently undertaken technical analysis in **renewable and alternative energy**, including biomass, geothermal and solar.
- Working in cooperation with other bodies toward the development of an **NWT Power System Plan** and regional hydro initiatives.

## **PRIORITY 2 - INCREASE EMPLOYMENT OPPORTUNITIES WHERE THEY ARE MOST NEEDED**

### Description

Reducing dependency on government by encouraging people able to enter the workforce

### Major Program and Service Initiatives Planned for 2013-14

**Monitoring northern employment**, transportation and business commitments by industry in socio-economic agreements (for the BHP Billiton Ekati Mine, Diavik Diamond Mine, De Beers Snap Lake Mine, MGP, and Prairie Creek Mine). The GNWT and the three operating mines entered into a **Workforce MOU** in 2008 that has now expired. Discussions will continue in 2013-14 regarding a replacement for the MOU and continued collaboration between the GNWT and the operating mines.

Four non-renewable resource projects will be undergoing **environmental assessments and regulatory review** in 2013-14. These are the De Beers Gahcho Kué Diamond Mine, the Fortune Minerals NICO Project, the Avalon Rare Metals Thor Lake Rare Earth Element Project, and the Tyhee Yellowknife Gold Project. Developer commitments regarding NWT employment are being made in each of these regulatory processes. It is anticipated the GNWT will confirm these industry commitments in additional SEAs.

### **Other ITI planned activities to support this priority include:**

- Supporting the **regulated and revitalization of the egg industry** in the NWT, and increased investment in building of local and territorial market awareness of and serving local markets with meat, fish, eggs, and produce from communities throughout the NWT;
- Promoting **ITI's contribution programs** designed to assist current business operations, build capacity, develop new products and skills and develop entrepreneurs;
- **NTGO mapping and sampling programs** located in the Mackenzie Mountains, the Central Mackenzie Valley, Colville Hills the Great Bear Lake areas and in the Slave Geological Province;
- **Tourism 2015**, ITI's tourism strategy, is designed to help establish and promote tourism opportunities, operators and products, which will have a positive impact on the NWT current and future workforce, with a focus on marketing, Aboriginal tourism, community and industry engagement, infrastructure, skills development, and research and planning;
- **Genuine Mackenzie Valley Fur Program** is designed to work in partnership with NWT harvesters and the fur industry to support and promote the NWT's traditional fur economy and residents wishing to live and work in a traditional employment lifestyle;
- Designing, developing and incorporating new indicators for **measuring impacts of investments**, specifically in agriculture and more broadly in local food production sectors;
- Providing supporting roles in the development of the **NWT Anti-poverty Strategy** and **NWT Labour Force Development Framework**; and
- The **MVPPO** will provide government-wide planning and coordination support to maximize the northern employment and business benefits for all NWT regions associated with the **increased petroleum exploration activity in the Sahtu Region**.

### **PRIORITY 3 - STRENGTHEN AND DIVERSIFY OUR ECONOMY**

By far the largest involvement for the Department towards the priorities of the 17<sup>th</sup> Legislative Assembly is in this particular priority, with numerous initiatives, as follows:

#### *Description*

Hydro Initiatives

#### *Major Program and Service Initiatives Planned for 2013-14*

**Draft Hydro Strategy** includes environmental, engineering and financial analysis, as well as alternative energy – solar, wind, biomass, geothermal. Work will continue to gather baseline data required to prepare for future hydro development in the NWT, including the establishment of water monitoring stations.

#### *Description*

Supporting the MGP

#### *Major Program and Service Initiatives Planned for 2013-14*

Providing **contribution funding to the Aboriginal Pipeline Group** to support their one-third MGP ownership interest and contributions to Aboriginal organizations in the NWT to support capacity building; coordinating and implementing GNWT responsibilities regarding legislated regulatory processes; and developing strategic plans and actions in anticipation of the challenges and opportunities generated through developments that will follow the construction of the MGP.

#### *Description*

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

#### *Major Program and Service Initiatives Planned for 2013-14*

For 2013-14, two separate strategies are being developed to address this priority:

1. A new **Economic Development Strategy** for the NWT, which is expected to provide broad comment on a wide range of economic matters. ITI will be engaging with other partners in the development of the Strategy, including the Canadian Northern Economic Development Agency, the NWT Chamber of Commerce, the NWT Association of Communities, and the Northern Aboriginal Business Association; and
2. A new **NWT Mineral Development Strategy**, which is expected to be more specific and detailed with respect to the particular sector. The Strategy will be prepared in collaboration with partners including the NWT Chamber of Mines and the Department of Aboriginal Affairs and Northern Development Canada (AANDC).

Description

Supporting the traditional economy

Major Program and Service Initiatives Planned for 2013-14

Administering programs that support the **traditional economy** such as: Take a Kid Trapping; Take a Kid Harvesting; Genuine Mackenzie Valley Fur Price Program; Community Harvesters Assistance Program; Agriculture Development Infrastructure Program; Commercial Fishery Assistance; Commercial Harvesting, Processing and Marketing of Fish and Meat in the NWT; Hunters and Trappers Disaster Compensation; Local Wildlife Committees; and the Western Harvesters Assistance Program.

Description

Improving our regulatory processes

Major Program and Service Initiatives Planned for 2013-14

Provide input in **regulatory improvement initiatives** to provide a strong policy base for negotiation of a final Devolution Agreement and supporting the GNWT devolution efforts.

Description

Tourism and Parks Initiatives

Major Program and Service Initiatives Planned for 2013-14

**Tourism 2015** is in its second year of program delivery and will focus on Aboriginal Tourism development, youth engagement and business mentorship, and leveraging partnerships for investments in public tourism infrastructure. This tourism initiative is one of ITI's tools to help diversify the NWT economy, which is especially relevant in the smaller communities. **Tourism Product Diversification and Marketing Program** funds business planning, product development and marketing of new or expanded tourism products with a focus on experiential tourism and has been highly successful in developing new tourism product throughout the NWT.

The **Sport Hunt Outfitter Marketing Support Program** provides assistance to outfitters in the North Slave and Inuvik Regions to mitigate the impacts of tag bans for outfitted caribou hunts and the ban on imports of polar bear hides into the United States. Mitigation projects include development and marketing of alternate tourism products, and maintenance of remote camps in anticipation of the re-instatement of tags for caribou hunts, and initiatives designed to bolster the capacity and viability of this important industry. The Department of Environment and Natural Resources advises that updated survey results for barren ground caribou will be available in the fall of 2012. This data, along with input from co-management partners and the public, will inform future management actions regarding tag allocation, including the availability of tags for outfitted caribou hunts.

ITI and NWT Tourism are working with Transport Canada to address the challenges that NWT tourism operators have in complying with compulsory **federal marine safety training** requirements for tourism operations that involve boats. All parties are working to ensure the marine safety training requirements are more applicable to the tourism operators in the NWT.

ITI continues to **improve its system of territorial parks throughout the NWT** by focusing on key products and services that help attract visitors to the parks every year. Some of the Parks initiatives include the Parks Marketing Initiative in cooperation with NWT Tourism, the Online Reservation System, the Cultural Interpretation Program, and numerous investments into current and growing infrastructure.

**Research and Planning** is a central function for ITI is used to determine the economic impact of tourism; report national and international trends affecting tourism and travel; identify emerging trends and satisfaction levels within the territorial parks system; determine who our visitors are and how to communicate with them; and conduct ad hoc research when issues affecting travel and tourism arise. The information is used by all levels of the government, businesses, industry, and tourism associations.

### *Description*

Economic Diversification

### *Major Program and Service Initiatives Planned for 2013-14*

Through ITI's **SEED Policy**, ITI provides contributions to individual entrepreneurs, local community organizations, and small to medium sized businesses. Contributions are provided for business start-up, improving capacity or skills, equipment or helping small communities to expand their economies. SEED funding is delivered through ITI's Regional Office network and the allocations are fully subscribed every year. Targeted funding for arts and fine crafts, the film industry and the Prospectors Grubstake Program are provided through the SEED Policy.

Programs within the SEED Policy that will help to diversify the NWT economy are:

1. Entrepreneurial Support
2. Sector Support
3. Community Economic Development
4. Micro Business
5. Business Intelligence and Networking

**Other ITI planned activities to support this priority include:**

- Assist in providing information and advice to NWT residents with regard to the **hydraulic fracturing of unconventional oil and natural gas resources**
- Coordinate a Departmental response to the proposed **amendments to the *Canada Oil and Gas Operations Act***
- Work leading to a policy decision on **Community Natural Gas Conversion**

- Provide support to **NWT diamond manufacturers** through the Diamond Policy Framework with the goal of having a minimum of two facilities operating in the NWT in the 2013-14 fiscal year; and supporting the marketing and promotion of NWT diamonds through the **GNWT Diamond Certification Program** and licensing of GNWT trade-marks, including the Polar Bear Diamond trade-marks.
- The **Tourism Impact Model**, which calculates the impact of tourist expenditures on gross domestic product, will allow ITI to assess the impact of tourism on the economy as well as the impact of changing visitor numbers
- The **Economic Impact Model** will measure population, employment and GDP impacts. Future development will involve expanding the model to include oil and gas investments, as well as linkages with greenhouse gas emissions
- ITI will continue to support the industry by **promoting the NWT as a filming destination** and offering assistance to productions filming in the NWT
- ITI is working with communities, CanNor and industry to flesh out the **potential of an industrial park development (hydromet)** as an exciting new economic opportunity for the South Slave Region
- The **National Marketing Campaign** is an awareness strategy, campaign and tactical plan to promote the NWT as a great place to live and work. The campaign will continue with its award winning website presence
- ITI will continue to **promote NWT Artists** to increase the economic impact and production of arts products in the NWT and maximize the delivery of programs and services to NWT artists
- The newly established **MVPPO** will continue to provide focused government-wide planning, coordination and communications support to help maximize the benefits and minimize the adverse impacts from the development of petroleum resources and associated activities in the NWT, with an immediate focus on the increased exploration activity related to the emerging **Sahtu Region oil and gas activity**



### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

(thousands of dollars)

	Proposed 2013-14 Main Estimates	2012-13 Revised Estimates	2012-2013 Main Estimates	2011-12 Actuals
Operations Expense				
Corporate Management	7,791	7,745	7,745	7,682
Minerals and Petroleum Resources	6,481	6,802	6,802	5,612
Energy	469	1,619	1,619	4,104
Tourism and Parks	11,282	11,172	11,172	11,600
Economic Development and Business Support	21,835	22,222	22,222	21,410
<b>Total Operations Expense</b>	<b>47,858</b>	<b>49,560</b>	<b>49,560</b>	<b>50,408</b>
<b>Revenues</b>	<b>92</b>	<b>1,137</b>	<b>1,137</b>	<b>84</b>

#### HUMAN RESOURCE SUMMARY

	Proposed 2013-14	2012-13	2011-12	2010-11
Total Number of Positions	171	171	169	166

## Appendix I – Financial Information

### Operations Expense Summary

	PROPOSED ADJUSTMENTS						2013-14 Business Plans
	2012-13 Main Estimates	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
<b>Corporate Management</b>							
Directorate	2,923						2,923
Policy, Legislation and Communication	1,151		150				1,301
Corporate Costs	1,343						1,343
Shared Services	2,254				(104)		2,150
Amortization	74						74
<b>Total Corporate Management</b>	<b>7,745</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>(104)</b>	<b>0</b>	<b>7,791</b>
<b>Minerals and Petroleum Resources</b>							
Mackenzie Valley Petroleum Planning	2,026				(643)		1,383
Industrial Initiatives	774		70				844
Minerals, Oil and Gas	3,987		252				4,239
Amortization	15						15
<b>Total Minerals and Petroleum Resources</b>	<b>6,802</b>	<b>0</b>	<b>322</b>	<b>0</b>	<b>(643)</b>	<b>0</b>	<b>6,481</b>
<b>Energy</b>							
Energy Planning	1,619				(1,150)		469
<b>Total Energy</b>	<b>1,619</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,150)</b>	<b>0</b>	<b>469</b>
<b>Tourism and Parks</b>							
Tourism and Parks	10,355		154		(3)		10,506
Amortization	817				(41)		776
<b>Total Tourism and Parks</b>	<b>11,172</b>	<b>0</b>	<b>154</b>	<b>0</b>	<b>(44)</b>	<b>0</b>	<b>11,282</b>
<b>Economic Development and Business Support</b>							
Investment and Economic Analysis	13,731		173		(560)		13,344
Traditional Economy	4,278						4,278
Regional Petroleum	460						460
NWT Business Development Corp.	3,704						3,704
Amortization	49						49
<b>Total Economic Development and Business Support</b>	<b>22,222</b>	<b>0</b>	<b>173</b>	<b>0</b>	<b>(560)</b>	<b>0</b>	<b>21,835</b>
<b>TOTAL DEPARTMENT</b>	<b>49,560</b>	<b>0</b>	<b>799</b>	<b>0</b>	<b>(2,501)</b>	<b>0</b>	<b>47,858</b>

Explanation of Proposed Adjustments to Operations Expense

Key Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Corporate Management</b>						
Shared Services	Implementation of Financial Shared Services in Beaufort Delta	0	0	0	(104)	0
Policy Legislation & Communication	Communications Resources	0	150	0	0	0
<b>Total for Corporate Mgt</b>		<b>0</b>	<b>150</b>	<b>0</b>	<b>(104)</b>	<b>0</b>
<b>Minerals and Petroleum Resources</b>						
Industrial Initiatives	Prairie Creek Socio-Economic Agreement	0	30	0	0	0
	Socio-Economic Agreement Survey Obligations	0	40	0	0	0
Minerals Oil & Gas	New Economic & Mineral Development Strategies	0	0	0	(643)	0
	Fed/Prov & Terr Energy & Mines Minister's Conference	0	227	0	0	0
	New Position Permafrost Scientist	0	25	0	0	0
				0	0	0
<b>Total for Minerals and Petroleum Resources</b>		<b>0</b>	<b>322</b>	<b>0</b>	<b>(643)</b>	<b>0</b>
<b>Energy</b>						
Energy Planning	NT Energy Core Funding	0	0	0	(700)	0
	Medium/Long-term Energy Options for Inuvik	0	0	0	(100)	0
	Water Monitoring	0	0	0	(100)	0
	Regional Hydro & Renewable Energy Solutions	0	0	0	(100)	0
	Energy Plan Renewal	0	0	0	(150)	0
<b>Total for Energy</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,150)</b>	<b>0</b>
<b>Tourism and Parks</b>						
Tourism and Parks	Sunset - New Position - Research Analyst	0	0	0	(3)	0
	Dempster Visitors Centre	0	14	0	0	0
	North Slave Parks Enforcement and Safety	0	140	0	0	0
		0	154	0	(3)	0
Amortization		0	0	0	(41)	0
		0	0	0	(41)	0
<b>Total for Tourism and Parks</b>		<b>0</b>	<b>154</b>	<b>0</b>	<b>(44)</b>	<b>0</b>

<b>Economic Development and Business Support</b>						
Investment and Economic Analysis	Hosting of Internal Trade Ministers Meeting	0	0	0	(100)	0
	New Economic & Mineral Development Strategies	0	0	0	(397)	0
	Pehdzeh Ki First Nations - WHAP	0	0	0	(63)	0
	Increased Travel Costs	0	51	0	0	0
	New Position – Business Development Administrator - Sahtu	0	122	0	0	0
		0	173	0	(560)	0
NWT BDIC		0	0	0	0	0
	<b>Total for Economic Development and Business Support</b>	<b>0</b>	<b>173</b>	<b>0</b>	<b>(560)</b>	<b>0</b>
	<b>TOTAL PROPOSED ADJUSTMENTS</b>	<b>0</b>	<b>799</b>	<b>0</b>	<b>(2,501)</b>	<b>0</b>

**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

Revenue Item	(thousands of dollars)	
	2012-13 Main Estimates	2013-14 Business Plans
Interest Earned NWT Opportunities Fund	1,040	0
Parks Merchandise	15	10

**Explanation:**

Revenue from interest earned with the NWT Opportunities Fund was recorded by ITI in 2012-2013 to fund the New Economic and Mineral Development Strategy.

Revenue generated by the sale of parks merchandise has declined.

**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2012-14 Business Plan**

(thousands of dollars)							
Key Activity	Explanation of Proposed Adjustment	2013-14 Main Estimates	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Re-allocation	2013-14 Business Plan
<b>Minerals and Petroleum Resources</b>							
Prairie Creek Mine Socio-Economic Agreement	construction of Prairie Creek Mine in 2013-14	0	15	0	0	0	15
<b>Total for Minerals and Petroleum Resources</b>		<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>
<b>Energy</b>							
NT Energy Core Funding	sunset	700	0	0	700	0	0
Medium/Long-term Energy Options for Inuvik	sunset	100	0	0	100	0	0
Water Monitoring	sunset	100	0	0	100	0	0
Regional Hydro and Renewable Energy Solutions	sunset	100	0	0	100	0	0
<b>Total for Energy</b>		<b>1,000</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>
<b>Tourism and Parks</b>							
Community Tourism Infrastructure	Funding to support new and innovative tourism infrastructure	0	0	0	0	100	100
Tourism Training	Funding for short term training in tourism industry	0	0	0	0	100	100
<b>Total for Tourism and Parks</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>200</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>1,000</b>	<b>15</b>	<b>0</b>	<b>(1,000)</b>	<b>200</b>	<b>215</b>

## Appendix II – Human Resources Reconciliation

### Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan

	Number of Positions	Location	Total
<b>2012-2013 Main Estimates</b>	171	-	171
<b>Reductions:</b>			
Corporate Services Officer	-1	Inuvik	-1
Corporate Services Clerk	-1	Inuvik	-1
<b>Forced Growth:</b>			
New - Business Development Administrator	+1	Sahtu	+1
<b>Internal Reallocation:</b>			
	-	-	-
<b>New Positions:</b>			
Devolution Coordinator*	+1	Yellowknife	+1
<b>Total Proposed Positions 2013-14 Business Plan</b>	171		171
<b>Increase (Decrease)</b>	-		-

\*Funding for this position sits in the Department of Executive's budget.

## **Appendix III – Infrastructure Investments**

Details on infrastructure investments planned for 2013-14.

### **Large Capital:**

No large capital projects are planned for 2013-14.

### **Small Capital:**

Tourism and Parks has planned several small capital projects for 2013-14 that deal primarily with increased numbers of parks visitors, increased demand for parks services and facilities, visitor safety, protection of assets and parks aesthetics, including:

- park loop and Recreational Vehicle (RV) upgrades at Nitainlaih Territorial Park (Inuvik Region)
- perimeter security fencing at Happy Valley Territorial Park (Inuvik Region)
- hiking trails at Gwich'in Territorial Park (Inuvik Region)
- hiking trails and interpretive signage at Nitainlaih Territorial Park (Inuvik Region)
- sports recreation area at Gwich'in Territorial Park (Inuvik Region)
- manager's residence in Hay River Territorial Park (South Slave Region)
- shower building at Lady Evelyn Falls Territorial Park (South Slave Region)
- power for group camping sites at Fort Providence Territorial Park (South Slave Region)
- power for camping sites at Queen Elizabeth Territorial Park (South Slave Region)
- RV campground expansion at Fred Henne Territorial Park (North Slave Region)
- parking lot for marina at Prelude Lake Territorial Park (North Slave Region)
- kitchen shelter at Fred Henne Territorial Park (North Slave Region)
- continued planning for the CANOL Heritage Trail (Sahtu Region)
- hiking trail and new campsites at McKinnon Territorial Park (Sahtu Region)
- kitchen shelter replacement at Blackstone Territorial Park (Dehcho Region)
- replacement of residence at Blackstone Territorial Park (Dehcho Region)

Small capital expenditures planned for 2013-14 total \$2,060,000.



**JUSTICE**

# 1. DEPARTMENT DETAILS

## 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. Crime reduction activities are more integrated and focused on social factors.
2. Communities have a stronger role in the justice system and greater access to programs and services.
3. Families and youth at risk are more fully supported.
4. The Department is better equipped to provide core programs and services.
5. The justice system is continually adapting.

## OPERATING ENVIRONMENT

The following issues are expected to impact on Department of Justice programs and services during this business plan period.<sup>1</sup>

### Improving the Justice System's Approach to Crime

#### 1. Understanding the NWT's High Crime Rate

The NWT has the highest police-reported Crime Rate<sup>2</sup> in Canada, and the rate is increasing at a time when crime rates in southern Canada are decreasing. In 2011, the Crime Rate in the NWT went up by 3%, and is the highest in Canada at eight times the national average. This is influenced in part by the high number of police per capita in the NWT (451/100,000, the highest in Canada<sup>3</sup>), which likely contributes 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 educational attainment, and abuse of drugs and alcohol often related to the traumatic impacts of residential schools.

There are three categories of crime included in the Crime Rate: Violent Crime, Property Crime and Other *Criminal Code* Offences. Violent Crime remained the same in 2011 compared to 2010, but the Property Crime rate increased 13% and the rate of Other *Criminal Code* Offences increased by 4%.

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<sup>1</sup>These issues (with minor updates) are consistent with those identified in the Department of Justice 10-year Strategic Plan 2012-2022.

<sup>2</sup>Crime rate is a national indicator which measures the overall volume of crime.

<sup>3</sup>*Police Resources in Canada 2011*, Statistics Canada

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.

## ***2. Factors Outside the Department's Control are Driving Demand***

The Department continues to experience an increasing demand for services, based largely on factors outside its control. The costs and workload associated with trials, court sittings and court travel are largely directed by the NWT Courts, and will continue to be unpredictable. In addition, the introduction of new federal legislation such as Bill C-10 (the *Safe Streets and Communities Act*), policy changes established by Public Safety Canada that impact on the RCMP, and budget cutbacks each have residual and cumulative effects on the courts, corrections services, policing, victim services and legal aid. Economic development projects are also expected to create pressures on the justice system.

### **Improving Access to Justice**

#### ***1. 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. The types of services required for larger regional centers vary significantly from the types of services that are required in smaller communities. The challenge for the Department is 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.

#### ***2. The Civil/Family Law System is not Fully Responding to Families***

The formal legal system does not always provide an effective response to the needs of families in crisis or in transition. 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. New collaborative approaches to meeting the needs of families in transition are required.

### **Building a Strong Foundation**

#### ***1. The Department's Financial Capacity***

The Department has received some financial relief over the past year. This additional funding combined with the effective management of resources has enabled the Department to maintain core programs and service levels. However, external factors could result in additional financial pressures in the Department. Regular monitoring and analysis of these factors will continue throughout the business planning period to understand their effect on the justice system.

#### ***2. The Department Faces Human Resource Challenges***

The Department is expected to face a shortage of skilled staff throughout the justice system. Recruitment for specialized positions continues to be difficult. There are also not enough positions allocated to some territorial functions to create a critical mass for the delivery of legislated justice services.

#### ***3. Technology is Aging and at Risk of Failure***

The Department currently has aging information technology/systems (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 Corrections Service and Legal Registries. Resources are also required to invest in business continuity activities to meet ongoing IT/IS needs while also advancing major projects and initiatives.

## KEYACTIVITY 1: SERVICES TO GOVERNMENT

### Description

“Services to Government” includes the corporate management activities of the **Directorate, Policy and Planning Division, Finance Division** and **Information Services**. 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. 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*. The **Aboriginal Consultation Unit** provides advice and legal support to GNWT departments engaged in consultation activities.

### Other Initiatives

#### **Justice 10-Year Strategic Plan**

The Minister of Justice tabled the Department’s 10-year strategic plan in the Legislative Assembly in June 2012. This plan sets the long-term strategic direction and identifies priorities for the Department and the NWT justice system. In the fall of 2012, a five-year implementation plan will be tabled as a companion document to the strategic plan. In 2013-14, the Department will monitor and report on progress on the plan’s priorities.

#### **Impacts of Federal Legislation**

In 2012-13, the Department of Justice assessed the impacts of Federal Bill C-10 and released the report: *Analysis of Federal Bill C-10, Safe Streets and Communities Act: Impacts on the NWT Department of Justice*. The Department is bringing forward amendments to the *Human Rights Act* to reflect Bill C-10 changes. In 2013-14, Justice will monitor the impacts of Bill C-10 and other federal legislation.

#### **GNWT Access and Privacy Office**

The Department continues to advance initiatives to improve GNWT capacity to meet its legislated obligation under the *Access to Information and Protection of Privacy (ATIPP) Act*. Activities underway that will continue into 2013-14 include:

- Development and implementation of GNWT-wide information incident protocols in consultation with the Department of Finance (Office of the Chief Information Officer);
- Development of a GNWT-wide privacy policy and implementation framework, in consultation with the Department of Finance (Office of the Chief Information Officer) and of Human Resources; and
- Implementation of a GNWT management and employee guide to privacy, access, security, records retention, disposal and overall management of information in government and public bodies. This is a collaborative project between Justice and the Departments of Finance (Chief Information Officer), Public Works and Services (Records Management) and Human Resources.

Additionally, the Department is reviewing past recommendations of Standing Committees in response to the Information and Privacy Commissioner’s annual reports and has committed to

report on outcomes of this review to the Legislative Assembly by October 2012. A comprehensive review of the *ATIPP Act*, including an examination of access to information and privacy legislation in other Canadian jurisdictions, will be conducted following the review of past Standing Committee recommendations. A review framework will be developed in 2013-14 that will include resource requirements and timing considerations.

### **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 significant resource development on the NWT justice system. Currently the NWT is experiencing increased development activity associated with oil and gas exploration in the Sahtu, the proposed Gahcho Kue Diamond mine northeast of Yellowknife, the proposed Mackenzie Highway extension, and several other mineral exploration ventures.

Department 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. Funding for an RCMP planning position was approved in 2012-13 and this position will be staffed in 2013-14. (Also see Key Activity 3: Police Services).

## KEYACTIVITY 2: COMMUNITY JUSTICE

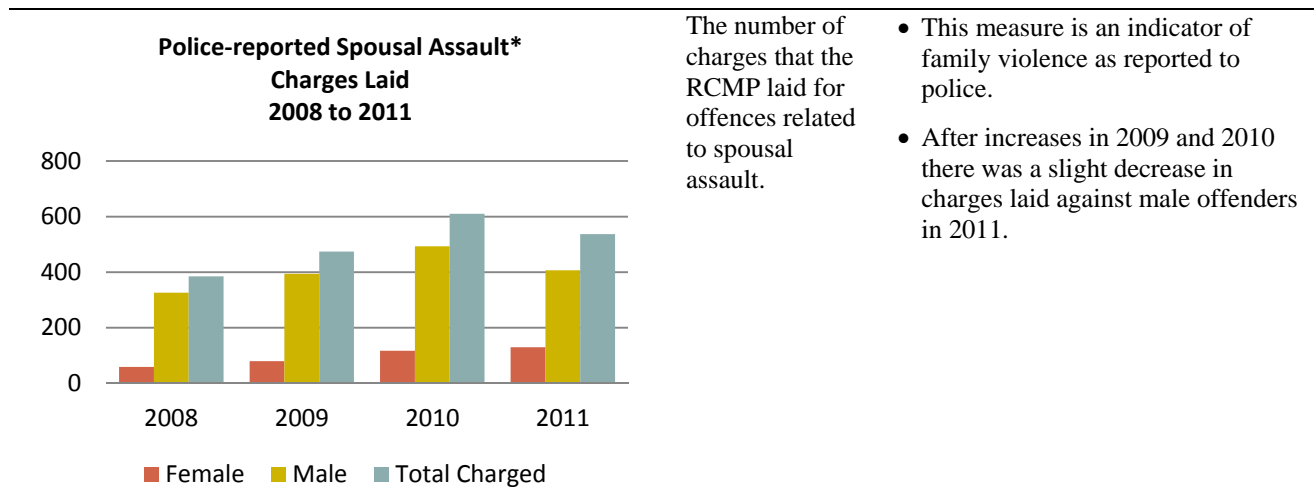
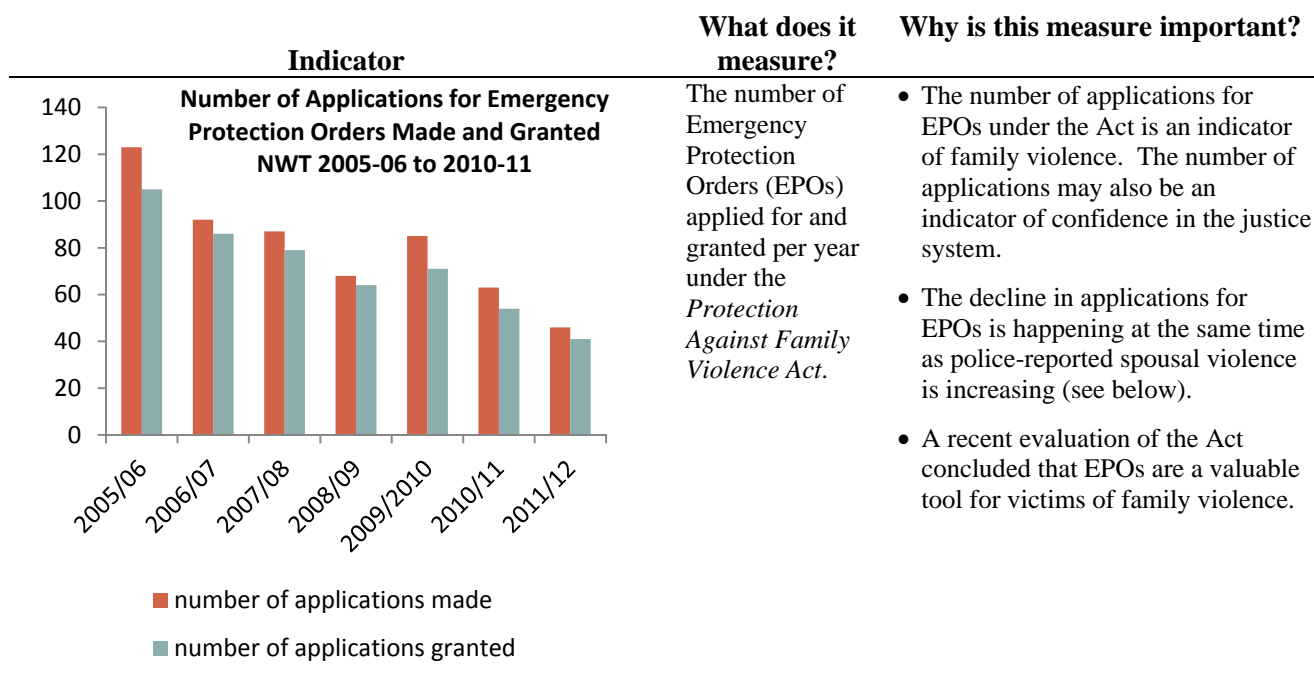
### Description

The **Community Justice and Policing Division** provides support to communities to develop and implement sustainable local justice programming in the areas of restorative justice, victim services, FASD, 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.

### Performance Measures

Indicator	What does it measure?	Why is this measure important?																				
<p align="center"><b>Community Justice Activities 2003-04 to 2011-12</b></p> <table border="1"> <caption>Community Justice Activities Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Activities</th> </tr> </thead> <tbody> <tr><td>2003/04</td><td>500</td></tr> <tr><td>2004/05</td><td>1200</td></tr> <tr><td>2005/06</td><td>1800</td></tr> <tr><td>2006/07</td><td>1400</td></tr> <tr><td>2007/08</td><td>1600</td></tr> <tr><td>2008/09</td><td>1900</td></tr> <tr><td>2009/10</td><td>3500</td></tr> <tr><td>2010/11</td><td>2500</td></tr> <tr><td>2011/12</td><td>4500</td></tr> </tbody> </table>	Fiscal Year	Activities	2003/04	500	2004/05	1200	2005/06	1800	2006/07	1400	2007/08	1600	2008/09	1900	2009/10	3500	2010/11	2500	2011/12	4500	<p>The extent of community engagement in community justice activities.</p>	<ul style="list-style-type: none"> <li>• This measure is an indication of community participation and support for local restorative justice and crime prevention initiatives.</li> <li>• Annual funding of \$20,000 or \$30,000 is provided to 24 NWT communities to employ a justice coordinator and maintain a community justice program.</li> <li>• Activities include diversion and non-diversion activities such as on-the-land programs, community events, and workshops addressing local justice issues.</li> </ul>
Fiscal Year	Activities																					
2003/04	500																					
2004/05	1200																					
2005/06	1800																					
2006/07	1400																					
2007/08	1600																					
2008/09	1900																					
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2010/11	2500																					
2011/12	4500																					
<p align="center"><b>Victims of Crime Accessing Services</b></p> <table border="1"> <thead> <tr> <th></th> <th>Brief Services*</th> <th>New Clients</th> <th>Ongoing Clients</th> </tr> </thead> <tbody> <tr> <td><b>2009-10</b></td> <td>574</td> <td>734</td> <td>984</td> </tr> <tr> <td><b>2010-11</b></td> <td>650</td> <td>566</td> <td>670</td> </tr> <tr> <td><b>2011-12</b></td> <td>468</td> <td>440</td> <td>558</td> </tr> </tbody> </table>		Brief Services*	New Clients	Ongoing Clients	<b>2009-10</b>	574	734	984	<b>2010-11</b>	650	566	670	<b>2011-12</b>	468	440	558	<p>The number of victims who access services.</p>	<ul style="list-style-type: none"> <li>• This measure gives a snapshot of service utilization by victims in a given year.</li> <li>• Community-based and outreach victims services exist in seven communities and provide victims of crime with information, assistance, support and referrals.</li> <li>• Between 2009 and 2012, 1,740 new clients and 2,212 ongoing clients were served, and a total of 10,195 services were provided.</li> <li>• It is difficult to compare service use between years. The nature and severity of crime can vary between years influencing victim needs for brief (one time) service or longer term services.</li> </ul>				
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\* Brief Service means a single telephone contact with a victim or other person where brief information, referral or support is provided, but no substantial time is spent and ongoing contact is not anticipated. More than one service type or area can be checked, but “total brief service contacts” refers to the number of callers, not services offered



\*There is no specific charge of spousal assault. Police report a charge of spousal assault for a variety of violent offences, where the victim and offender are known to be spouses (married or common-law).

### Other Initiatives

#### Enhancing Community Safety

##### Community Safety Strategy:

In 2012-13 the Department will finalize a Community Safety Strategy. The Strategy is intended to function at both the territorial and the community level.

At the territorial level, the Department is putting staff and resources in place to ensure territorial justice programs and services are accessible and work effectively across the NWT. At the community level, the Community Safety Strategy establishes a process and provides tools to



assist communities to “map” their community safety issues and resources. Through this Strategy, participating communities will coordinate and configure resources to develop local community safety plans.

Starting in 2012-13 and continuing into 2013-14, the Department is piloting a collaborative approach to supporting community safety in three communities. A court worker, victim services worker and community justice coordinator will each act as key justice facilitators in their communities, providing information on territorial justice programs and services and assisting communities to develop their own community safety plans.

The Department and participating communities will work together to monitor and evaluate the pilot projects and will consider methods for determining the longer term success of community safety plans. The results of the pilot projects will determine the future direction of the Strategy.

Policing plans are also being developed by the RCMP in conjunction with the communities. This work complements the community based “mapping” process, and are an integral part of any community safety plan (also see Key Activity 3: Police Services).

#### Gunshot and Stab Wound Mandatory Disclosure Legislation:

Currently there is no territorial legislation which requires a health care facility or emergency medical staff to report gunshot or stab wounds. In 2013-14, the Department will consider legislation that will provide the RCMP with timely information to protect the public and expedite the response to violent offences. The implementation of this legislation will also complement actions to improve community safety, reduce family violence and support victim services.

#### **Community Justice Committees**

In 2013-14, the Department, in partnership with the communities and key stakeholders such as the RCMP, will continue to implement recommendations from the 2010-11 review of the community justice program. 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 and will work in partnership with community-based agencies to support youth who come into contact with the justice system as victims or offenders.

#### ***Not Us!* Anti-Drug Awareness Program**

The Department is currently developing an evaluation framework to assess the success of the campaign and to inform the future direction of the program.

In 2013-14 and future years, the Department will continue to provide resources through the *Not Us!* initiative for communities to develop and sustain local initiatives to combat substance abuse and the illegal sale and use of drugs. Justice will continue to provide information on the campaign in all communities through community presentations, advertising and the Department’s website.

#### **Victim Services**

The Department continues to support seven victim services programs including community outreach in Hay River and Inuvik with the support of federal funding over a five-year period (2011-12 to 2015-16).<sup>4</sup> In 2013-14, this work will also include collaboration with victim service providers on case consultations, information sharing and other supports to victims of crime.

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<sup>4</sup> This federal funding is presented under *Work Performed on Behalf of Others* in the Department’s Main Estimates.

In 2013-14, the Department will examine ways to improve services and supports specifically for child and youth victims of crime. The Department will also complete a review on the victim services delivery model which began in 2012-13. The Department will implement changes to improve services to victims of crime in the NWT in light of review outcomes.

## **Family Violence**

### Amending Family Violence Legislation:

In 2012-13, the Department has begun work to respond to the recommendations of the *Protection Against Family Violence Act* evaluation. In 2013-14, Justice will bring forward a proposal to amend the Act to clarify provisions and improve emergency protection order processes, relating to the following areas:

- Maximum length of emergency protection orders;
- Review and hearing processes; and
- Clarification of the legislative authority related to other Acts.

### Men Who Use Violence Pilot Program:

In 2012-13, the Department plans to introduce a new three-year pilot program in Yellowknife for men who use violence. The main purpose of this program is to protect victims while giving violent (high-risk) men opportunities to change their behavior. The Department is contracting a community-based program delivery agency to get the program operational. Once implemented the pilot project will be monitored to assess the potential for this program to be expanded to other communities.

### Domestic Violence Treatment Options Court:

The domestic violence treatment options court for low-risk offenders is a court process supported by an eight-week treatment program offered by Justice probation staff. In 2013-14, the operations of this specialized court and supporting program will be assessed (also see Key Activity 5: Court Services).

### Domestic Violence Risk Assessment:

In 2012-13, the Department, in collaboration with Health and Social Services, the RCMP and Public Prosecution Service of Canada, will monitor the use and resulting outcomes of the risk assessment tool that was implemented NWT-wide in 2009-10 for use with domestic violence cases. In 2013-14, the Department will work with partners to implement recommendations arising from this review of the risk assessment tool.

### KEYACTIVITY 3: POLICING SERVICES

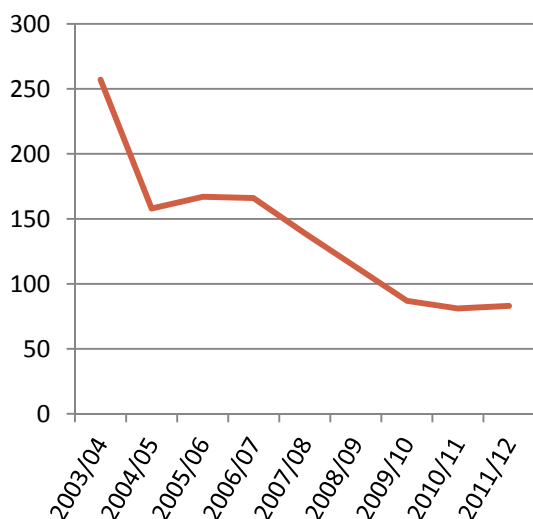
#### Description

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.

#### Performance Measures

Indicator	What does it measure?	Why is this measure important?
<p><b># of patrols to communities without detachments</b></p> <p>Beginning in 2014-15, the Department will have standardized and community comparable data on police patrols and calls for service by detachment.</p>	Community patrols by the RCMP into communities that don't have a detachment.	<ul style="list-style-type: none"> <li>This measure is an indicator of the RCMP commitment to provide community policing services in communities without detachments.</li> <li>In 2013-14, under the new Territorial Policing Agreement baseline data on patrols to communities without detachments is being established.</li> </ul>
<p><b>33 Communities (100%) have individual community policing plans, even if they do not have a detachment.</b></p>	Commitment to level of community engagement in policing services	<ul style="list-style-type: none"> <li>Communities must be engaged in developing and implementing policing plans that meet the unique needs of their community.</li> </ul>

**Number of Diversions in the NWT  
2003/04 to 2010/11**



The number of diversions per year as reported by community justice committees.

- This measure is an indicator of police and community support for alternative approaches to justice.
- This measure does not include police warnings and cautions.
- The diversion program continues to be an important program for many community justice committees.

### Other Initiatives

#### **20-Year Territorial Policing Agreement (2012-2032)**

A new 20-year agreement for RCMP services in the NWT was signed and implemented in 2012-13. 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 work with provincial/territorial contracting jurisdictions to refine and further develop common approaches to support effective ongoing implementation of the contract as well as greater accountability from the RCMP for police services.

#### **NWT Policing Priorities and Community Policing Plans**

Under the Territorial Police Services Agreement, annual policing priorities are established by the Minister of Justice and provided to RCMP “G” Division. In 2013-14, 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.

The Department will work with the RCMP to enhance accountability through better communications, reporting and meaningful community-based planning for policing services. The RCMP and local leadership have developed community policing plans for each community that are responsive to local needs and issues. The RCMP are reporting monthly to community and Aboriginal leadership about progress on these plans.

In 2013-14, the Department will work with the RCMP to compile data from the monthly reports into an overarching document that will report on progress territory wide. The data from the monthly reports will assist the RCMP and the Department to monitor:

- progress on local policing priorities;
- calls for service; and
- patrols into communities without detachments.

Policing plans being developed by the RCMP and communities complement the “mapping” process set out in the Community Safety Strategy and are an integral part of any community safety plan (also see Key Activity 2: Community Justice).

#### **Aboriginal Policing Programs**

In 2013-14, the Department will continue to work in partnership with RCMP “G” Division to advance Aboriginal policing initiatives in the NWT, specifically through the federal Aboriginal Community Constable Initiative. Justice will promote awareness and support recruitment efforts for the NWT positions. In addition, the Department will work toward a more favorable cost-sharing agreement with the federal Aboriginal Policing Directorate through the application of the First Nations Policing Policy in the NWT. This policy provides a cost sharing agreement between the territorial and federal government (54% GNWT to 46% Canada).<sup>5</sup>

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<sup>5</sup>The GNWT is responsible for 70% of policing costs under the Territorial Police Services Agreement.

### **RCMP Response to Family Violence**

The creation of a dedicated family violence position at “G” Division in 2012-13 will assist the RCMP to advance actions to respond to family violence. The position serves as a resource to RCMP members to strengthen the front line response. The position also serves as a liaison with GNWT departments and NGOs to improve coordination of front line responses to family violence. In 2013-14, the RCMP family violence position will collaborate with other GNWT Departments to ensure adequate training is provided to members and ensure that the rigorous investigation standards for family violence cases are consistently met. The Department and “G” Division will also examine the use of the domestic violence risk assessment tool to ensure quality processes and supports are in place for all officers to use this tool effectively.

### **Mitigating Impacts of Large-Scale Resource Development**

In 2012-13, the RCMP received additional resources to establish a dedicated position to focus on planning for resource development. In 2013-14, this position will work with Justice and other agencies to ensure there are adequate policing resources in place when significant construction or other resource development activities occur. There are increased policing demands on two communities as a result of the resource development in the Sahtu, and the RCMP will require additional resources as a result.

### **Diversions**

Diversion of matters from the courts allows community justice committees to deal with local justice issues using an approach that is particularly responsive to the needs of youth. Using the principles of restorative justice and Aboriginal values, community justice committees exercise an approach that emphasizes healing, respect, cooperation and balance.

Committees accept diverted youth and/or adult cases from the RCMP and the Crown. These cases are dealt with using a restorative model of justice through sentencing panels, victim-offender reconciliation, family group conferencing, and/or other community-based approaches. Currently there are 30 active community justice committees in the NWT. The Department assists in instances where a diversion is identified in a community without a committee.

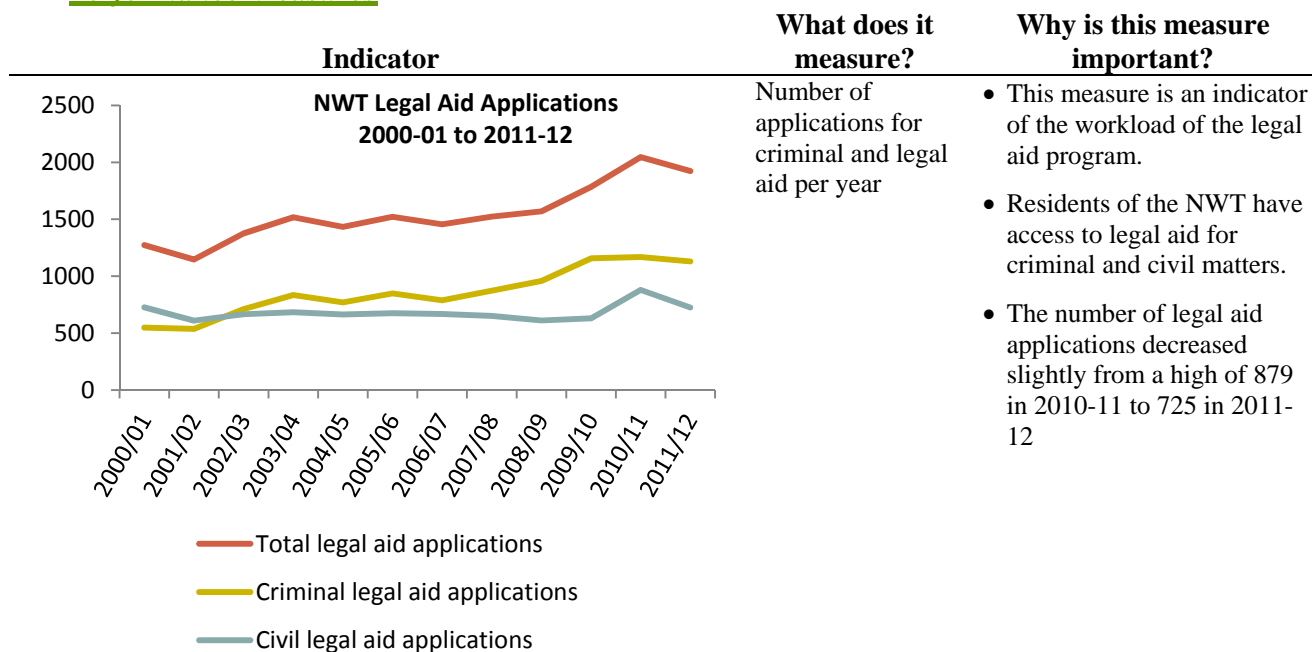
In 2013-14, the Department will continue to work with RCMP and the Crown to maintain and enhance programs, ensuring support for the diversion program as set out in the Diversion Protocol. Statistics from the courts and policing reports will be gathered and analyzed to inform progress on the diversion program through the NWT.

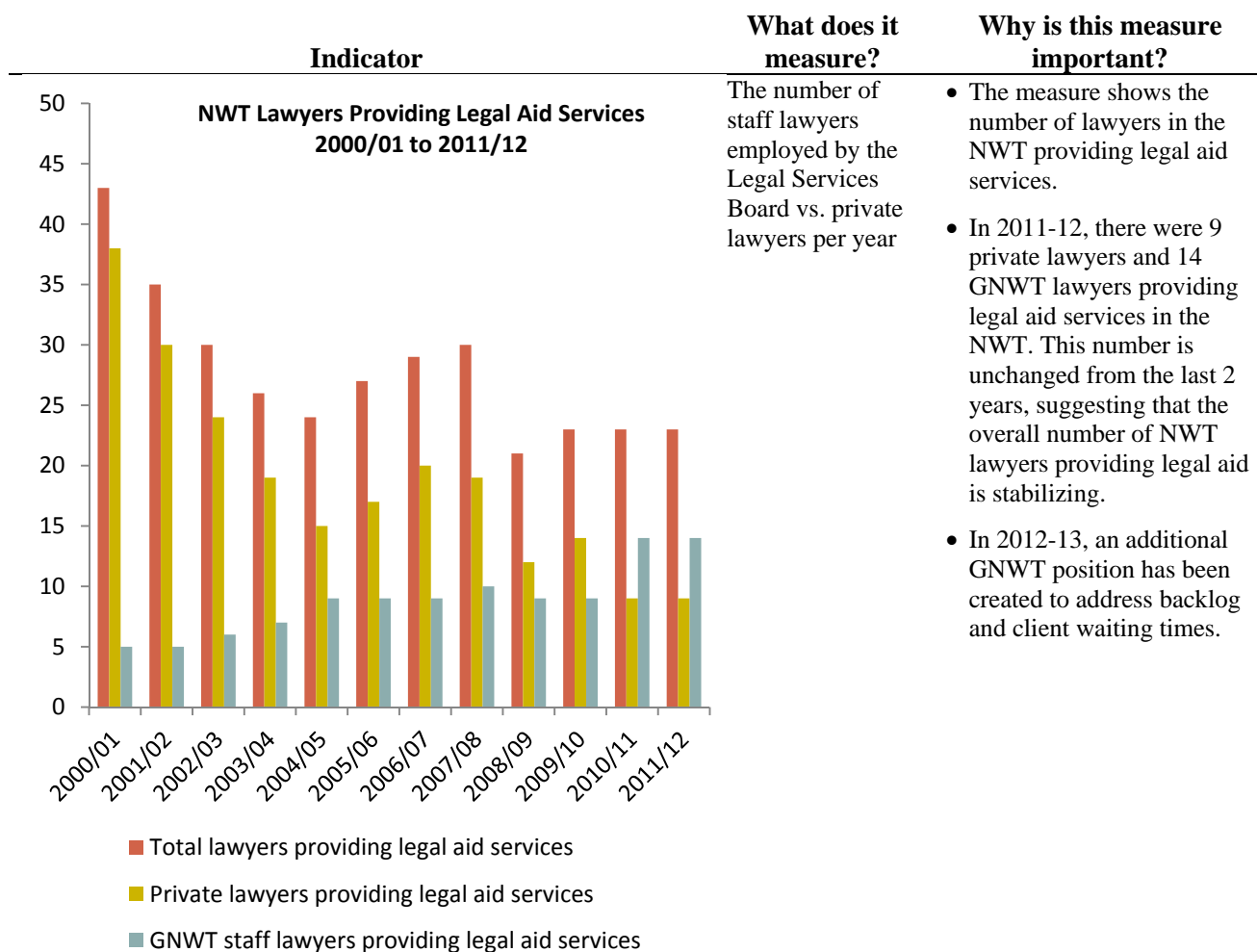
## KEYACTIVITY 4: LEGAL AID SERVICES

### 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 the regulations under the Act. The Board is also responsible for the court worker program and for public legal education.

### Performance Measures





**Other Initiatives**

**New Legal Aid Act**

In 2012-13, Justice introduced a new *Legal Aid Act* to modernize and improve the cost-effectiveness of the legal aid program. This initiative is currently before the Legislative Assembly for consideration. The new Act establishes the Northwest Territories Legal Aid Commission and clarifies the types of services provided through legal aid. In 2013-14 the Department plans to bring the new Act into force.

**Improving Service Delivery**

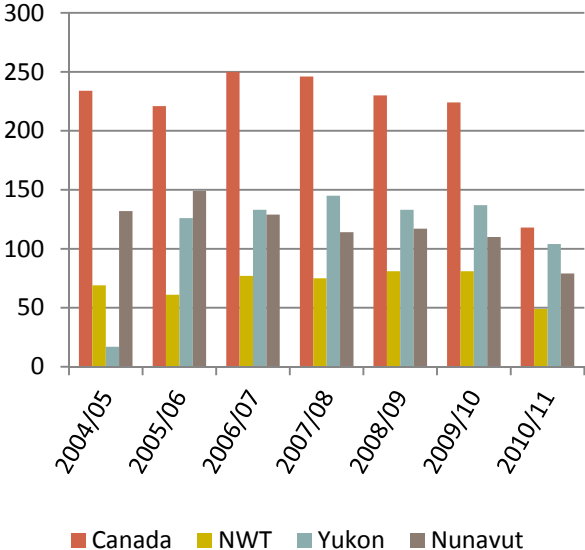
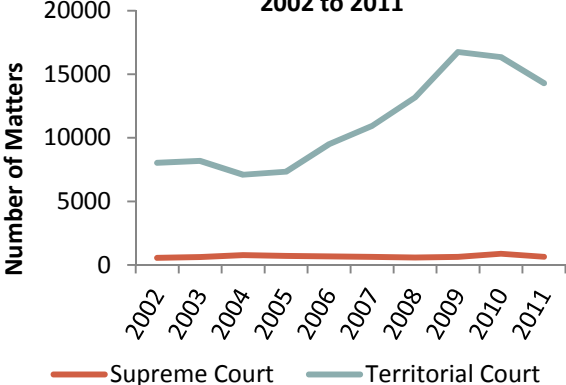
In 2013-14, the Department will be conducting a review of legal aid administration and the staff/lawyer complement. The Board received funding for one more staff lawyer in 2012-13 for a current staff complement of 15 lawyers. While on circuit, and in addition to addressing family law matters, legal aid staff will continue to provide legal outreach services to communities (formerly called poverty law). These services have been very well received in communities across the NWT, particularly with elders seeking assistance.

## KEYACTIVITY 5: 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. The Division is also responsible for family law services including mediation and the Parenting After Separation Program.

### Performance Measures

Indicator	What does it measure?	Why is this measure important?																																								
<p><b>Median Length of Cases Processing Time (days)</b> 2004-05 to 2010-11</p>  <table border="1"> <caption>Median Length of Cases Processing Time (days)</caption> <thead> <tr> <th>Year</th> <th>Canada</th> <th>NWT</th> <th>Yukon</th> <th>Nunavut</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>235</td> <td>70</td> <td>20</td> <td>135</td> </tr> <tr> <td>2005/06</td> <td>220</td> <td>60</td> <td>130</td> <td>150</td> </tr> <tr> <td>2006/07</td> <td>250</td> <td>80</td> <td>135</td> <td>130</td> </tr> <tr> <td>2007/08</td> <td>245</td> <td>75</td> <td>145</td> <td>115</td> </tr> <tr> <td>2008/09</td> <td>230</td> <td>85</td> <td>135</td> <td>120</td> </tr> <tr> <td>2009/10</td> <td>225</td> <td>85</td> <td>140</td> <td>110</td> </tr> <tr> <td>2010/11</td> <td>120</td> <td>50</td> <td>105</td> <td>80</td> </tr> </tbody> </table>	Year	Canada	NWT	Yukon	Nunavut	2004/05	235	70	20	135	2005/06	220	60	130	150	2006/07	250	80	135	130	2007/08	245	75	145	115	2008/09	230	85	135	120	2009/10	225	85	140	110	2010/11	120	50	105	80	<p>The median length of time (in days) that a case takes to proceed through the court. This is also called “case processing time”.</p>	<ul style="list-style-type: none"> <li>• A basic principle of the Canadian Criminal justice system is that an accused person has the right to be heard in a timely manner. This measure demonstrates the timeliness of the courts.</li> <li>• NWT case processing times are relatively short compared to many other jurisdictions in Canada.</li> </ul>
Year	Canada	NWT	Yukon	Nunavut																																						
2004/05	235	70	20	135																																						
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<p><b>Matters Dealt With in Courts</b> 2002 to 2011</p>  <table border="1"> <caption>Matters Dealt With in Courts</caption> <thead> <tr> <th>Year</th> <th>Supreme Court</th> <th>Territorial Court</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>1000</td> <td>8000</td> </tr> <tr> <td>2003</td> <td>1000</td> <td>8000</td> </tr> <tr> <td>2004</td> <td>1000</td> <td>7000</td> </tr> <tr> <td>2005</td> <td>1000</td> <td>7500</td> </tr> <tr> <td>2006</td> <td>1000</td> <td>9000</td> </tr> <tr> <td>2007</td> <td>1000</td> <td>11000</td> </tr> <tr> <td>2008</td> <td>1000</td> <td>13000</td> </tr> <tr> <td>2009</td> <td>1000</td> <td>17000</td> </tr> <tr> <td>2010</td> <td>1000</td> <td>16500</td> </tr> <tr> <td>2011</td> <td>1000</td> <td>14500</td> </tr> </tbody> </table>	Year	Supreme Court	Territorial Court	2002	1000	8000	2003	1000	8000	2004	1000	7000	2005	1000	7500	2006	1000	9000	2007	1000	11000	2008	1000	13000	2009	1000	17000	2010	1000	16500	2011	1000	14500	<p>The number of matters that the courts dealt with by year, for both the Supreme and Territorial Courts.</p>	<ul style="list-style-type: none"> <li>• This measure is an indicator of the workload of the courts.</li> <li>• There was an increase in matters in both courts from 2002 to 2009; with a decrease in the last few years.</li> </ul>							
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Year	TC Yellowknife	TC Outside Yellowknife	SC Yellowknife	SC Outside Yellowknife																																																					
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**Other Initiatives**

**Improve Access to Court Services**

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 maintaining court files electronically. Depending on the results of a feasibility analysis, court documents, including forms, may eventually be filed electronically.

**Specialized Courts**

The Domestic Violence Treatment Option 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 2013-14, the Department will assess the outcomes for the possibility to expand this program to other NWT communities (also see key activity 2: Community Justice).

In 2012-13, the Department began work with other social program departments to examine mental health, addictions and cognitive disability issues as they present within the justice system. As part of that work, the Department began research on the feasibility of establishing 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 work, Justice is also considering enhancements to existing pre-court and post-court processes, such as integrated case management and diversion, in order to maximize their use and effectiveness. In 2013-14, Justice expects to proceed with recommendations arising from the feasibility study.

## **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. In 2013-14, the mediation program will be continued as an alternative to court, offering a cooperative approach to solving legal problems.

The Department will also continue 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. The goal of the workshop is to help make the transition through separation or divorce easier for 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 2013-14, the mediation and parenting programs will be evaluated to identify successes and potential areas for improvement.

## **Improve Information and Use of Technology**

In 2012-13, the Department will complete research into requirements for the replacement of the court information management system (called FACTS). In 2013-14, a formal request for information (RFI) will be developed to help examine options for the replacement of the FACTS system. The Department will also continue work on the implementation of the electronic document imaging project, and video conferencing capability will be added to the Hay River and Inuvik Courthouses as well as two additional Yellowknife courtrooms.

A review of the NWT Courts public website will be conducted in order to identify and implement improvements for greater access to information, including forms for both the public and legal counsel. The Department is exploring options to improve existing methods and implement new methods for the collection of court fines (other than *Motor Vehicle Act* fines). Development is ongoing on the online payment system that will allow residents to pay outstanding fines or fees online, and is expected to be implemented in 2013-14.

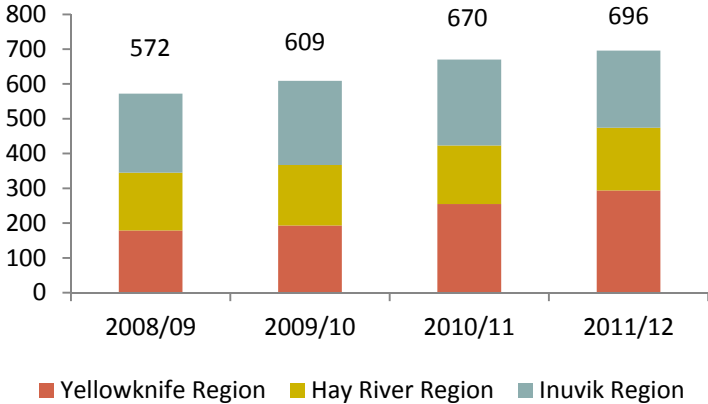
## KEYACTIVITY 6: CORRECTIONS

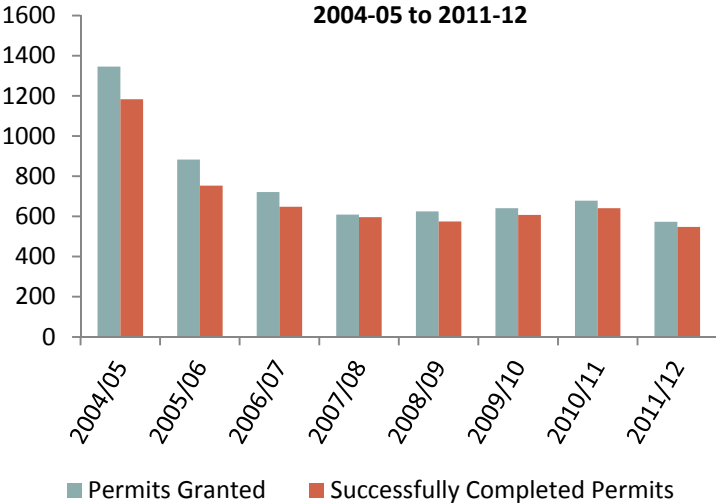
### Description

The Corrections Service 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 corrections service also delivers culturally relevant programs to support offender rehabilitation and reintegration, including wilderness camps and elder support.

### Performance Measures

Indicator	What does it measure?	Why is this measure important?																																																															
<p><b>NWT Adult Offenders in NWT Corrections Facilities 2004-05 to 2011-12</b></p> <table border="1"> <caption>NWT Adult Offenders in NWT Corrections Facilities (Estimated Data)</caption> <thead> <tr> <th>Fiscal Year</th> <th>Total Physical Count</th> <th>NWT Sentenced</th> <th>NWT Remand</th> <th>Nunavut Sentenced</th> <th>Nunavut Remand</th> <th>Federal</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>185</td> <td>105</td> <td>30</td> <td>10</td> <td>10</td> <td>15</td> </tr> <tr> <td>2005/06</td> <td>185</td> <td>105</td> <td>25</td> <td>10</td> <td>10</td> <td>15</td> </tr> <tr> <td>2006/07</td> <td>195</td> <td>95</td> <td>45</td> <td>10</td> <td>10</td> <td>15</td> </tr> <tr> <td>2007/08</td> <td>200</td> <td>105</td> <td>45</td> <td>10</td> <td>10</td> <td>15</td> </tr> <tr> <td>2008/09</td> <td>220</td> <td>105</td> <td>55</td> <td>10</td> <td>10</td> <td>15</td> </tr> <tr> <td>2009/10</td> <td>230</td> <td>115</td> <td>75</td> <td>10</td> <td>10</td> <td>15</td> </tr> <tr> <td>2010/11</td> <td>250</td> <td>130</td> <td>75</td> <td>10</td> <td>10</td> <td>15</td> </tr> <tr> <td>2011/12</td> <td>230</td> <td>120</td> <td>60</td> <td>10</td> <td>10</td> <td>15</td> </tr> </tbody> </table>	Fiscal Year	Total Physical Count	NWT Sentenced	NWT Remand	Nunavut Sentenced	Nunavut Remand	Federal	2004/05	185	105	30	10	10	15	2005/06	185	105	25	10	10	15	2006/07	195	95	45	10	10	15	2007/08	200	105	45	10	10	15	2008/09	220	105	55	10	10	15	2009/10	230	115	75	10	10	15	2010/11	250	130	75	10	10	15	2011/12	230	120	60	10	10	15	<p>The average number of offenders per year in NWT correctional facilities.</p>	<ul style="list-style-type: none"> <li>• This indicator shows the average volume and type of offender in NWT correctional facilities.</li> <li>• The number of offenders in NWT correctional facilities has dropped from a high in 2010/11.</li> <li>• The majority of offenders in facilities are either NWT remand or NWT sentenced rather than federal.</li> <li>• Offender counts are expected to increase following the implementation of federal legislative changes such as Bill C-10 provisions.</li> </ul>
Fiscal Year	Total Physical Count	NWT Sentenced	NWT Remand	Nunavut Sentenced	Nunavut Remand	Federal																																																											
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Indicator	What does it measure?	Why is this measure important?																									
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Year	Yellowknife Region	Hay River Region	Inuvik Region	Total																							
2008/09	179	179	214	572																							
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<p style="text-align: center;"><b>NWT Temporary Absence Permits 2004-05 to 2011-12</b></p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>NWT Temporary Absence Permits</caption> <thead> <tr> <th>Year</th> <th>Permits Granted</th> <th>Successfully Completed Permits</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>1350</td> <td>1180</td> </tr> <tr> <td>2005/06</td> <td>880</td> <td>750</td> </tr> <tr> <td>2006/07</td> <td>720</td> <td>650</td> </tr> <tr> <td>2007/08</td> <td>600</td> <td>580</td> </tr> <tr> <td>2008/09</td> <td>620</td> <td>560</td> </tr> <tr> <td>2009/10</td> <td>640</td> <td>600</td> </tr> <tr> <td>2010/11</td> <td>678</td> <td>630</td> </tr> <tr> <td>2011/12</td> <td>573</td> <td>548</td> </tr> </tbody> </table>	Year	Permits Granted	Successfully Completed Permits	2004/05	1350	1180	2005/06	880	750	2006/07	720	650	2007/08	600	580	2008/09	620	560	2009/10	640	600	2010/11	678	630	2011/12	573	548	<ul style="list-style-type: none"> <li>• The number of temporary absence permits granted and successfully completed in the NWT per year.</li> <li>• A temporary absence is successfully completed if the offender completes the program and returns to their facility as required.</li> </ul>	<ul style="list-style-type: none"> <li>• This measure demonstrates effective risk assessment of offenders and use of community programs.</li> <li>• The granting of temporary release permits for inmates to attend targeted programming can assist in changing behavior or addressing needs.</li> <li>• In 2011-12, 573 permits for temporary absences were granted and of these 95% (548) were completed successfully.</li> <li>• There was a slight decrease in permits granted from 678 in 2010-11 to 573 in 2011-12.</li> </ul>
Year	Permits Granted	Successfully Completed Permits																											
2004/05	1350	1180																											
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2011/12	573	548																											

## Other Initiatives

### **Corrections Act**

The *Corrections Act* provides the statutory framework for the establishment of the NWT Corrections Service. The Corrections Service supervises offenders and inmates placed into custody and/or under supervision by a court or other legislated authority. The Department continues to focus 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. In 2013-14, the Department will conduct a review of the *Corrections Act*, including consultation and identification of recommended improvements.

### **Corrections Programming**

In 2013-14, the Department will continue implementing programs that are culturally appropriate, suited to our offender population, and based on core correctional practices.

Activities will include:

- Developing a process for the ongoing evaluation of all programs, including constituting an advisory committee responsible for analyzing program effectiveness;
- Looking at the potential for community programming partnerships (e.g. development of workplace and literacy skills);
- Piloting a new alcohol and drug program at the South Mackenzie Corrections Centre;
- Examining new practices for offender management and staff training;
- Participating in the Evaluation of the Domestic Violence Treatment Option Court through the assessment of offenders and delivery of the PARTNER<sup>6</sup> program;
- Considering approaches to aftercare;
- Improving approaches to mental health problems and cognitive disabilities such as FASD; and
- Exploring options for the continued delivery of an Elders camp for inmates located in the Sahtu.

### **Foster Partnerships and Case Management**

In addition to correctional programs in facilities, staff at correctional facilities and in probation services work collaboratively to develop and plan for an offender's return to his or her community to support reintegration and rehabilitation and to reduce the risk of re-offending. This case-management approach includes communication between the facility and the probation officer who is responsible for supervision of the offender upon his or her return home. Elders or other community supports may also participate.

In 2012-13, an interdepartmental group was established with the departments of Health and Social Services, Municipal and Community Affairs, Executive, and Education, Culture and Employment. This working group is examining approaches to support a collaborative case management approach with a focus on mental health and addictions.

### **Human Resource & Facility Planning**

Corrections facilities and probation services continue to meet the challenge of addressing service requirements and case-loads. In 2013-14, Justice will continue working toward a corrections-

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<sup>6</sup> PARTNER = Planning Action Responsibility Toward Non-Violent Empowered Relationships

specific human resources plan and will consider the results of the 2012-13 staff satisfaction survey. A three-year training plan based on established needs, past experiences and best practices will also be implemented to enhance training programs and support instructor development. It is anticipated this will require the pursuit of additional resources in order to sustain the ongoing need to support staff.

A planning study for a new correctional facility in Fort Smith for women and girls has been completed. In 2013-14, the Department will conduct further operational planning associated with the proposed construction of the new facility commencing in 2014-15. The Department will also conduct a facilities needs assessment to assist in planning for other correctional facilities over the next 20 years.

### **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. The Victim Notification Program will be strengthened by the 2013-14 review of the *Corrections Act*, and new legislative provisions will likely be proposed to reinforce the program's standing.

## KEYACTIVITY 7: SERVICES TO THE PUBLIC

### Description

**Services to the Public** includes a number of programs and services that are accessible to all residents, including services available from the following:

- Public Trustee’s Office;
- Office of the Children’s Lawyer;
- Coroner’s Office;
- Legal Registries (land titles, corporation and society registration, personal property registration, regulation in securities trading, registration of notary publics and commissioners for oaths);
- Protection Against Family Violence Program<sup>7</sup>;
- Maintenance Enforcement Office;
- Rental Office; and
- Public Utilities Board

### Performance Measures

Indicator	What does it measure?	Why is this measure important?																																				
<p><b>Elapsed time (days) to process Rental Office Applications</b></p> <table border="1"> <caption>Approximate data from the bar chart</caption> <thead> <tr> <th>Year</th> <th>0-30 days</th> <th>31-60 days</th> <th>61-90 days</th> </tr> </thead> <tbody> <tr> <td>2004</td> <td>130</td> <td>170</td> <td>60</td> </tr> <tr> <td>2005</td> <td>145</td> <td>165</td> <td>35</td> </tr> <tr> <td>2006</td> <td>130</td> <td>190</td> <td>45</td> </tr> <tr> <td>2007</td> <td>130</td> <td>175</td> <td>45</td> </tr> <tr> <td>2008</td> <td>90</td> <td>165</td> <td>60</td> </tr> <tr> <td>2009</td> <td>80</td> <td>140</td> <td>50</td> </tr> <tr> <td>2010</td> <td>90</td> <td>160</td> <td>65</td> </tr> <tr> <td>2011-2012</td> <td>80</td> <td>190</td> <td>70</td> </tr> </tbody> </table>	Year	0-30 days	31-60 days	61-90 days	2004	130	170	60	2005	145	165	35	2006	130	190	45	2007	130	175	45	2008	90	165	60	2009	80	140	50	2010	90	160	65	2011-2012	80	190	70	<p>The average duration of elapsed time taken to process rental office applications per year.</p>	<ul style="list-style-type: none"> <li>• This measure indicates the timeliness of the response of the rental office.</li> <li>• Changes to the <i>Residential Tenancies Act</i> were made in 2010. The rental officer now has the authority to make eviction orders. This increase in workload has had an impact on applications heard within the first 30 days.</li> </ul>
Year	0-30 days	31-60 days	61-90 days																																			
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2011-2012	80	190	70																																			

\*Prior to 2011 data was measured in calendar years. 2011/12 is the first year data is reported by fiscal year. Data for the first three months of 2011 was excluded.

<sup>7</sup> Information on family violence initiatives is included in Key Activity 5: Community Justice and Corrections.

Indicator	What does it measure?	Why is this measure important?																																										
<p align="center"><b>Collection Rate - Maintenance Enforcement Programs 2006-2007 to 2010-2011</b></p> <table border="1"> <caption>Collection Rate - Maintenance Enforcement Programs (Estimated Data)</caption> <thead> <tr> <th>Jurisdiction</th> <th>2006/2007</th> <th>2007/2008</th> <th>2008/2009</th> <th>2009/2010</th> <th>2010/2011</th> </tr> </thead> <tbody> <tr> <td>Canada</td> <td>80</td> <td>80</td> <td>82</td> <td>82</td> <td>84</td> </tr> <tr> <td>PEI</td> <td>70</td> <td>70</td> <td>75</td> <td>75</td> <td>78</td> </tr> <tr> <td>NS</td> <td>78</td> <td>78</td> <td>82</td> <td>85</td> <td>88</td> </tr> <tr> <td>AB</td> <td>80</td> <td>80</td> <td>82</td> <td>80</td> <td>80</td> </tr> <tr> <td>YK</td> <td>95</td> <td>98</td> <td>95</td> <td>95</td> <td>95</td> </tr> <tr> <td>NWT</td> <td>90</td> <td>90</td> <td>85</td> <td>85</td> <td>90</td> </tr> </tbody> </table>	Jurisdiction	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	Canada	80	80	82	82	84	PEI	70	70	75	75	78	NS	78	78	82	85	88	AB	80	80	82	80	80	YK	95	98	95	95	95	NWT	90	90	85	85	90	<ul style="list-style-type: none"> <li>• The proportion of family support collected through maintenance enforcement.</li> <li>• Only jurisdictions that reported data for five years was represented in the graph.</li> </ul>	<ul style="list-style-type: none"> <li>• This measure is the percentage of support payments due during the year that were received.</li> <li>• This does not include arrears from past years.</li> <li>• This measure is an indicator of compliance with support orders it also shows the effectiveness of the Maintenance Enforcement Program in the NWT</li> <li>• In 2010-11, the Maintenance Enforcement Program collected 90% of the amount due to families. This collection rate is comparable with the five other jurisdictions reporting this information</li> </ul>
Jurisdiction	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011																																							
Canada	80	80	82	82	84																																							
PEI	70	70	75	75	78																																							
NS	78	78	82	85	88																																							
AB	80	80	82	80	80																																							
YK	95	98	95	95	95																																							
NWT	90	90	85	85	90																																							

**Other Initiatives**

**Children’s Lawyer Services**

The Office of the Children’s Lawyer provides children with a voice in child protection and family law disputes. A children’s lawyer ensures that children are aware of their rights and understand the legal process.

In 2012/13, the office started a court-ordered access assessment service to provide families in custody access to expert reports for the Court. This service has greatly assisted the Court with cases involving children, and will likely result in speedier resolutions of family cases, more settlements without a trial and better outcomes for children. In 2013-14, the Department will examine changes to the *Children’s Law Act* to ensure authority for all levels of court to order counsel for children in custody and access cases. Also in 2013/14, services offered by the office will be evaluated to assess utilization and to measure the impact of services provided.

**Child Support Recalculation Service**

In 2012-13, the Department is conducting a feasibility study on the establishment of a child support recalculation service. In addition to examining different delivery models, the study is also considering if new resources would be required to implement an NWT program. This service would allow the Department to recalculate child support payments using parents’ updated annual income tax 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 reductions in income. In 2013-14, Justice will complete the feasibility work and identify recommendations regarding implementation of such a service in the NWT.



### **Residential Tenancies Act**

A number of issues related to the *Residential Tenancies Act* have been raised by the Legislative Assembly and by the Rental Officer in his 2010-11 and 2011-12 annual reports. These issues include:

- Removing the exemption of public housing from the security of tenure provisions;
- Adding transitional housing to housing covered by the Act; and
- Improving the enforcement of rental officer orders.

The Department began its review of these issues in 2012-13. In 2013-14, the Department expects to propose amendments to the *Residential Tenancies Act*.

### **Legal Registries**

In 2013-14, the public will have online access to conduct searches in Corporate Registries from their homes and offices, 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 process currently available in Land Titles.

Justice 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 participate in the implementation activities along with other jurisdictions.

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. In 2013-14, the Department plans to introduce amendments as these provisions have never been significantly amended and are now outdated.

## 2. RESPONDING TO PRIORITIES

### **PRIORITY 1: Build a strong and sustainable future for our territory**

#### Description

Strengthening our relationships with Aboriginal and other northern governments

#### Major Program and Service Initiatives Planned for 2013-14

- Justice will provide support to GNWT departments through advice and services of the GNWT Aboriginal Consultation Unit as well as legal counsel.
- The Aboriginal Consultation Unit is currently updating training materials to reflect continuing changes in the law. The Unit is also initiating discussions with federal officials to promote an increased coordination of consultation efforts undertaken by both the territorial and federal governments.
- The Department will support discussions with Aboriginal leadership on effective delivery of programs and services.

#### Description

Negotiating and implementing a devolution final agreement

#### Major Program and Service Initiatives Planned for 2013-14

- 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

#### Major Program and Service Initiatives Planned for 2013-14

- 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

#### Major Program and Service Initiatives Planned for 2013-14

- Justice will continue to participate in the development of an anti-poverty strategy with other GNWT departments.
- The Department will continue to offer the Corrections Northern Recruitment Training Program. This program provides Northerners an opportunity to pursue a career in corrections and apply on entry-level positions in the Corrections Service.

### **PRIORITY 3: Strengthen and diversify our economy**

#### Description

Making strategic infrastructure investments such as the Mackenzie Valley Fiber Optic Link

#### Major Program and Service Initiatives Planned for 2013-14

- Justice will provide legal advice to GNWT departments.

#### Description

Supporting the Mackenzie Gas Pipeline project

#### Major Program and Service Initiatives Planned for 2013-14

- Justice will provide legal advice to GNWT departments.
- The Department will participate in GNWT processes and planning activities related to significant resource/economic development activities in order to identify service/program needs and mitigate potential socio-economic impacts in communities.

#### Description

Improving our regulatory processes

#### Major Program and Service Initiatives Planned for 2013-14

- 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

#### Major Program and Service Initiatives Planned for 2013-14

- 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

#### Major Program and Service Initiatives Planned for 2013-14

- 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 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 will 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 will include 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

Major Program and Service Initiatives Planned for 2013-14

- The Department will examine current alcohol and drug treatment services being offered to offenders in correctional facilities as well as in the community (upon release). Justice 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.

### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

<b>JUSTICE</b>				
<b>2013-2014</b>				
(thousands of dollars)				
	<b>Proposed 2013-14 Main Estimates</b>	<b>2012-13 Revised Estimates</b>	<b>2012-2013 Main Estimates</b>	<b>2011-12 Actuals</b>
<b>OPERATIONS EXPENSE</b>				
<b>Services to Government</b>	10,832	10,866	10,866	9,830
<b>Community Justice</b>	3,596	3,545	3,496	3,022
<b>Policing Services</b>	40,699	39,469	39,469	35,959
<b>Legal Aid Services</b>	6,056	5,952	5,905	5,331
<b>Court Services</b>	11,657	11,446	11,446	11,312
<b>Corrections</b>	37,683	37,850	37,544	36,464
<b>Services to the Public</b>	4,954	4,948	4,948	4,819
<b>TOTAL OPERATIONS EXPENSE</b>	<b>115,477</b>	<b>114,076</b>	<b>113,674</b>	<b>106,737</b>

#### HUMAN RESOURCE SUMMARY

	Proposed 2013-14	2012-13	2011-12	2010-11
Total Number of Employees	463	456	454	419

## Appendix I – Financial Information

### Operations Expense Summary

<b>JUSTICE</b>						
<b>Operations Expense Summary: 2013-2014</b>						
2012-13 Main Estimates	PROPOSED ADJUSTMENTS					2013-14 Business Plans
	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
<b>Services to Government</b>						
Directorate	1,501				(389)	1,112
Aboriginal Consultation Unit	306					306
Finance Division	3,376			(15)		3,361
Legal Division	3,218			(373)		2,845
Legislation Division	1,205					1,205
Policy & Planning	1,223		91			1,314
Informatics Division	0		263		389	652
Amortization	37					37
<b>Total Services to Governme</b>	<b>10,866</b>		<b>354</b>		<b>(388)</b>	<b>10,832</b>
<b>Community Justice</b>						
Community Justice	3,072					3,072
Protection Against Family Violence	424				100	524
<b>Total Community Justice</b>	<b>3,496</b>				<b>100</b>	<b>3,596</b>
<b>Policing Services</b>						
Territorial Police Services Agreement	38,993		1,230			40,223
First Nations Policing	424					424
Biology Casework	52					52
<b>Total Policing Services</b>	<b>39,469</b>		<b>1,230</b>			<b>40,699</b>

<b>JUSTICE</b>						
<b>Operations Expense Summary: 2013-2014</b>						
	2012-13 Main Estimates	PROPOSED ADJUSTMENTS				2013-14 Business Plans
		FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	
<b>Legal Aid Services</b>						
Legal Aid Administration	2,456					2,456
Courtworkers	1,126					1,126
Legal Aid Staff Lawyers	1,045					1,045
Family Law Clinic	549					549
Somba K'e Clinic	680				151	831
Amortization	49					49
<b>Total Legal Aid Services</b>	<b>5,905</b>				<b>151</b>	<b>6,056</b>
<b>Court Services</b>						
Courts Administration	565					565
Court Library	263					263
Court Registries	6,675		153			6,828
Territorial Court	2,464					2,464
Justice of the Peace	578					578
Court Reporters	517		58			575
Amortization	384					384
<b>Total Court Services</b>	<b>11,446</b>		<b>211</b>			<b>11,657</b>
<b>Corrections</b>						
Corrections Administration	1,927			(50)		1,877
Community Corrections	4,650			(40)		4,610
Adult Facilities	23,372			339		23,711
Youth Facilities	4,989			(110)		4,879
Custodial Placement	787					787
Amortization	1,819					1,819
<b>Total Corrections</b>	<b>37,544</b>			<b>139</b>		<b>37,683</b>

<b>JUSTICE</b>						
<b>Operations Expense Summary: 2013-2014</b>						
2012-13 Main Estimates	PROPOSED ADJUSTMENTS					2013-14 Business Plans
	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustmen ts	Internal Reallocatio n of Resources	
<b>Services to the Public</b>						
Public Trustee	389					389
Coroner Service	694					694
Rental Office	230					230
Legal Registries	2,022		6			2,028
Maintenance Enforcement	769					769
Office of the Children's Law	300					300
Public Utilities Board	438					438
Amortization	106					106
<b>Total Services to the Pub</b>	<b>4,948</b>		<b>6</b>			<b>4,954</b>
<b>TOTAL DEPARTMENT</b>	<b>113,674</b>		<b>1,801</b>		<b>2</b>	<b>115,477</b>



Explanation of Proposed Adjustments to Operations Expense

Explanation of Proposed Adjustments to Operations Expense JUSTICE						
Key Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Services to Government</b>						
Directorate	Transfer to create Informatics Division					(389)
						(389)
Finance Division	Renewal of RCMP Contract				(15)	
					(15)	
Policy and Planning Division	GNWT Access and Privacy Office Records Assistant		91			
			91			
Legal Division	Support negotiations of Devolution and Resource Revenue Sharing agreement				(373)	
					(373)	
Informatics Division	Additional Staffing Resources- Justice Informatics Section		263			389
			263			389
	<b>Total for Services to Government</b>		<b>354</b>		<b>(388)</b>	<b>0</b>
<b>Community Justice</b>						
Protection Against Family Violence	Implementation of the Program for men who Abuse				100	
					100	
	<b>Total for Community Justice</b>				<b>100</b>	

Explanation of Proposed Adjustments to Operations Expense JUSTICE						
Key Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Policing Services</b>						
Territorial Police Services Agreement	RCMP Contract- Radio Replacements		178			
	Increased compensation and benefits - Public Servant Salary Increase		26			
	RCMP- Informatics (Replace existing telephone systems)		119			
	RCMP- Relocation (Intra Divisional)		216			
	RCMP- Utilities and Vehicle Fuel		206			
	Increased Compensation and Benefit costs for RCMP members		485			
			1,230			
	<b>Total for Policing Services</b>					<b>1,230</b>
<b>Legal Aid Services</b>						
Community Law Clinic	Establishment of an additional Legal Aid Family Lawyer				151	
					151	
	<b>Total for Legal Aid Services</b>				<b>151</b>	
<b>Court Services</b>						
Court Registries	2012 Judicial Remuneration Report- Salary Impact Territorial Court Judges and Deputy Judges		23			
		Increase in Deputy Judge Sitting Fees	130			
			153			
Court Reporters	Impact of Deleting Appendix A3- Court Reporters from Collective Agreement		58			
		58				
	<b>Total for Court Services</b>		<b>211</b>			

Explanation of Proposed Adjustments to Operations Expense JUSTICE						
Key Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Corrections</b>						
Corrections Administration	Intensive Rehabilitative Custody and Supervision Agreement Sunset				(50)	
					(50)	
Community Corrections	Intensive Rehabilitative Custody and Supervision Agreement Sunset				(40)	
					(40)	
Adult Facilities	Pilot Alcohol and Drug treatment program at South Mackenzie Correctional Centre				339	
					339	
Youth Facilities	Intensive Rehabilitative Custody and Supervision Agreement Sunset				(110)	
					(110)	
	<b>Total for Corrections</b>				<b>139</b>	
<b>Services to Public</b>						
Legal Registries	Increased Personal Property Registry & Credit Card Collection costs			6		
				6		
	<b>Total for Services to Public</b>			<b>6</b>		
<b>TOTAL PROPOSED ADJUSTMENTS</b>			<b>1,801</b>		<b>2</b>	

**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

<b>Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan</b>		
<b>JUSTICE</b>		
Revenue Item	(thousands of dollars)	
	2012-13 Main Estimates	2013-14 Business Plans
<b>Transfer Payment</b>		
Youth Justice Services <i>As part of the Department of Justice Canada Economic Action Plan, funding for Youth Justice Services has been reduced by 20% to provinces and territories, resulting in a decrease of \$615,000 in revenue to the GNWT</i>	3,059	2,444
Access to Justice	1,972	1,972
Intensive Rehabilitative Custody and Supervision <i>The Intensive Rehabilitative Custody and Supervision funding sunsets March 31, 2013. The Department is currently discussing the possibility of future funding with the federal government.</i>	200	-
Aboriginal Justice Strategy <i>- Agreement expired on March 31, 2012. Negotiations are in progress for a new agreement</i>	-	-
	5,231	4,416
<b>General</b>		
Federal Exchange of Services	755	755
Nunavut Exchange of Services	3,353	3,353
Community Parole	25	25
Young Offenders Special Allowance	25	25
Public Trustee Fees	101	101
Court Fees	168	208
Additional revenue from Court Reporter Transcript Fees		
Land Title & Legal Registries Fees	4,310	4,316
Access to Information and Protection of Privacy Fees	4	4
Court Fines	372	372
Maintenance Enforcement Program Attachment Costs	24	24
Interest	3	3
	9,140	9,186

<b>Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan JUSTICE</b>		
Revenue Item	(thousands of dollars)	
	2012-13 Main Estimates	2013-14 Business Plans
<b>Recoveries</b>		
Amortization of Capital Contribution	10	10
Legal Aid Repayments	60	60
Air Charter Recoveries	92	92
Sale of Publications	17	17
Inmate Recoveries	7	7
Witness Expense Assistance Recovery	-	182
The Department is currently finalizing a Memorandum of Understanding with Public Prosecutions Canada to recover one half the cost of administering the Witness Expense Assistance Program.		
	186	368
	14,557	13,970

**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2012-14 Business Plan**

<b>Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2013-14 JUSTICE</b>							
(thousands of dollars)							
<b>Key Activity</b>	<b>Explanation of Proposed Adjustment</b>	<b>2012-13 Main Estimates</b>	<b>Forced Growth</b>	<b>New Initiatives</b>	<b>Sunsets and Other Approved Adjustments</b>	<b>Internal Re-allocation</b>	<b>2013-14 Business Plan</b>
<b>Services to Government</b>							
National Justice Issues		9					9
Aboriginal Court Challenges		40					40
<b>Total for Services to Government</b>		<b>49</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49</b>
<b>Community Justice</b>							
Community Justice		1371					1,371
Victims Assistance		525					525
<b>Total for Community Justice</b>		<b>1,896</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,896</b>
<b>Corrections</b>							
Elder's Program		30					30
Wilderness Camps		149					149
<b>Total for Corrections</b>		<b>179</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>179</b>
<b>Services to Public</b>							
YWCA		105					105
<b>Total for Services to Public</b>		<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>105</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>2,229</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,229</b>

## Appendix II – Human Resources Reconciliation

### Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan

<b>Position Changes: 2012-13 Main Estimates to 2013-14 Business Plans</b>			
<b>JUSTICE</b>			
	<b>Number of Positions</b>	<b>Location</b>	<b>Total</b>
<b>2012-2013 Main Estimates</b>	456		456
<b>Sunsets:</b>			
Devolution and Resource Revenue Sharing Legal Counsel Sun:	(2)	HQ/YK	(2)
<b>Forced Growth:</b>			
Justice Informatics Section	2	HQ/YK	2
GNWT Access and Privacy Office Records Assistant	1	HQ/YK	1
<b>Other Adjustments:</b>			
Establishment of an additional Legal Aid Family Law yer	1	North Slave	1
Pilot Alcohol and Drug treatment program at SMCC	3	Hay River	3
Devolution Legislative Counsel*	2	HQ/YK	2
<b>Total Proposed Positions 2013-14 Business Plan</b>	<b>463</b>		<b>463</b>
<b>Increase (Decrease)</b>	<b>7</b>		<b>7</b>

\* Funding for these positions sits in the Department of Executive budget.

## **Appendix III – Infrastructure Investments**

### **Planned Activities – 2013/14**

#### ***North Slave Corrections Centre – Telecommunications***

The current telecommunications system at the North Slave Correctional Centre has been identified by the supplier as “end of life” due to hardware age and lack of support. The Department of Justice will acquire and deploy a new electronic telecommunication system that possesses the capability of seamlessly integrating within an existing environment. The proposed system will be complete with hardware and software warranty and the necessary technical support to ensuring optimum availability, and minimal downtime.

#### ***Yellowknife Courthouse – Courtroom 4***

Courtroom 4 is a resource relied upon closely by the Courts for accessible and timely delivery of justice. It is the regular chambers in which Justice of the Peace Court sits in Yellowknife, and increasingly is the location in which second Territorial Court is held. Its current layout was determined for needs of Justice of the Peace court, and is not functional and fails to respond adequately to the needs of the Territorial Court and participants in the process.

#### ***Community Corrections – Security Upgrades/Tenant Improvements***

The Department is currently working with the Department of Public Works and Services to develop specifications that address the unique security needs of remote community probation offices. Community probation officers supervise territorial probation clients, but also supervise federal parole clients under a Memorandum of Understanding with the Correctional Service of Canada. There are currently several office leases under renewal, and it is the intention to renovate each area to meet the standards currently being developed.

#### ***Sheriff Vehicle – Hay River***

Sheriff’s officers provide security and civil enforcement services for NWT Courts. The existing 1998 Sheriff’s vehicle (15 years old at the end of 2012/13 fiscal year) positioned in Hay River is frequently out of service due to unscheduled maintenance requirements. These incidents have a negative impact upon program delivery and increase the cost of operations. Safe conduct of the Sheriff’s Service role in NWT Courts requires reliable, secure transportation that is reserved exclusively for the use of the Service.



**NWT HOUSING CORPORATION**



## **1. DEPARTMENT 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.

## OPERATING ENVIRONMENT

### 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.

Most of the indicators below 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 and it is expected that recent investments may have improved some of the indicators since 2009.

#### *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%

### Other Operational Pressures

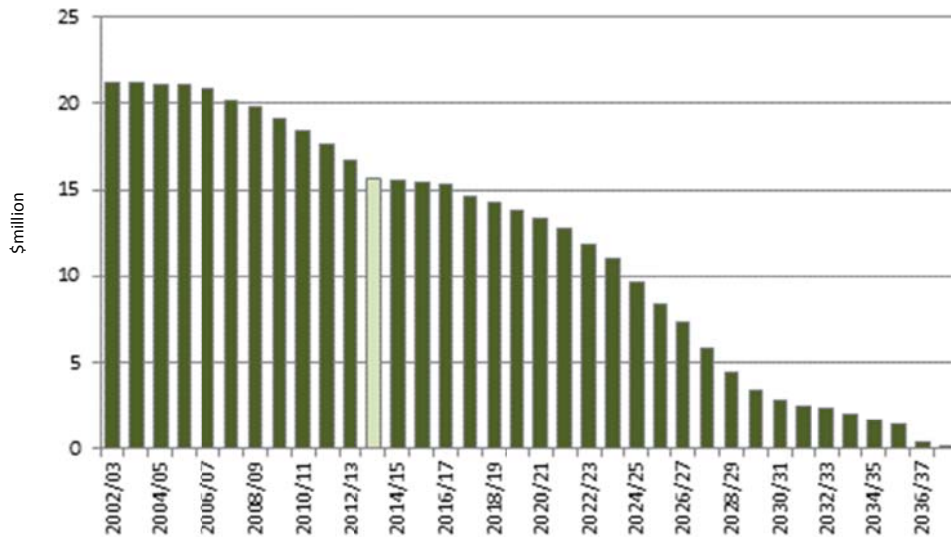
There are a number of other operational issues that continue to put pressure on the operations of the NWT Housing Corporation. These pressures will need to continue to be managed and addressed.

A significant pressure relates to continued increases for utility prices. For fuel oil, average 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 significantly impacts the NWT HC. The expected increase in electricity prices and volatility in oil prices are on-going pressures for NWT HC operations.

In addition to on-going utility price pressures, the Inuvik and Norman Wells gas supply issues will impact operating costs for the NWT HC. A switch to oil burning equipment in NWT HC assets in Norman Wells is likely to require significant investment and residents in private dwellings may need support. The conversion of public housing to synthetic natural gas in Inuvik will also impact operating costs.

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 life of the 17<sup>th</sup> Legislative Assembly 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*, the NWTHC strategic plan, 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.

## **KEY ACTIVITY 1 – EXECUTIVE OFFICES**

### **Description**

The Executive Offices provides overall leadership and management of the NWT HC, 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 President's Office** is responsible for supporting the Minister Responsible for the NWT Housing Corporation, coordinating the development and implementation of government direction related to housing, leading the senior management of the NWT Housing Corporation, and providing overall management and leadership of the NWT Housing Corporation.

**The Strategic Planning, Policy and Communications Division** provide support with regard to long-term strategic direction and planning for the NWT HC. This Division is also responsible for strategic and business planning, policy development, qualitative and quantitative research, and corporate communications. This section represents the NWT HC on a Federal/Provincial/Territorial (F/P/T) level, on interdepartmental working groups, and on other committees.

### **Initiatives**

During 2013-14, the Executive Offices will continue to provide overall leadership and management of the NWT HC and undertake the required policy, communication and strategic planning activities in support of the operations of the NWT HC. Key initiatives will continue to be advanced during 2013-14, with a particular focus on the strategic priorities and actions outlined in *Building for the Future*, the strategic plan of the NWT Housing Corporation.

The Minister Responsible for the NWT Housing Corporation is also the Minister Responsible for Homelessness. To support this role a Homelessness Coordinator has been established during 2012-13. This position, currently in the recruitment process, will provide a focal point within the GNWT on homelessness initiatives. The NWT HC is currently administering 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. Through to the end of July, 2012 a total of 12 clients have accessed the fund with program spending of approximately \$27,000. A call for proposals has been made for the Small Community Homelessness Fund, which supports projects in smaller NWT communities including food banks and emergency shelters.

Once recruited, 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 later in 2012-13. The NWT HC 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 early 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 NWT HC 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.

Initial planning work is currently being undertaken in advance of the 2014 NWT Community Survey. This survey provides detailed information on housing need in NWT communities and is one of the primary sources for providing monitoring indicators on housing and factors the impact housing. Field operations for the 2014 NWT Community Survey will take place in late 2013-14.

A considerable amount of work has been undertaken to continue to implement and advance the strategic priorities and actions described in *Building for the Future*. A joint project has been undertaken with the Department of Health and Social Services to expand the supported living facilities and services in non-market communities. Four facilities are being planned that will provide independent living options for seniors and will provide space for day programming and support services for seniors delivered by Health and Social Services.

Significant work has been undertaken to support the strategic action of expanding housing options in non-market communities related to housing available for staff that deliver critical community services. Additional units are being planned that will expand the rental portfolio of the NWT HC. Communities where there have been challenges in recruiting GWNT staff will be targeted, but these units will be available for rent by staff of other organizations like community or Aboriginal governments. Adjustments are also being made to the Housing for Staff program to support partnerships with developers that want to develop rental properties in non-market communities.

Planning work has been completed on a pilot program that would allow clients to work off a portion of their arrears. The expectation is that the approach will be piloted in late 2012-13 or early in 2013-14.

## 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.

**The 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 also provides ongoing subsidy assistance and operational support to various third-party 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.

### Performance Measures

#### Measure 1 – Financial Health of the NWT Housing Corporation

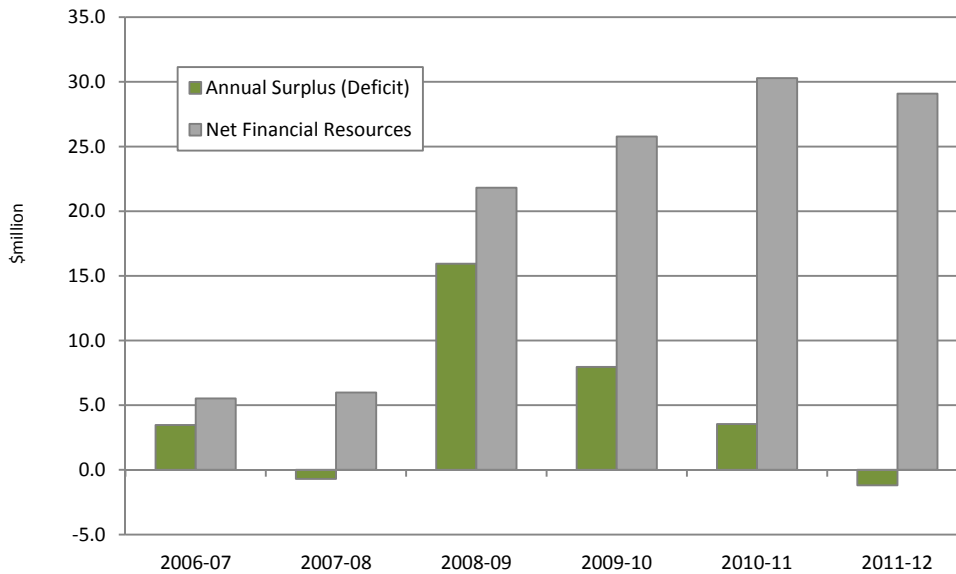
As a crown corporation, the NWTHC operates under Section IX of the *Financial Administration Act*. The consolidated financial statements of the NWTHC are audited by the Office of the Auditor General of Canada (OAG). Significant effort is required by NWTHC staff to meet the needs of the OAG during the 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 \$29 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 the audit for 2011-12 is just being finalized, preliminary estimates indicate a deficit for the NWTHC of approximately \$1.2 million.

**NWTHC Financial Position  
2006-07 to 2011-12**



\*2011-12 is preliminary

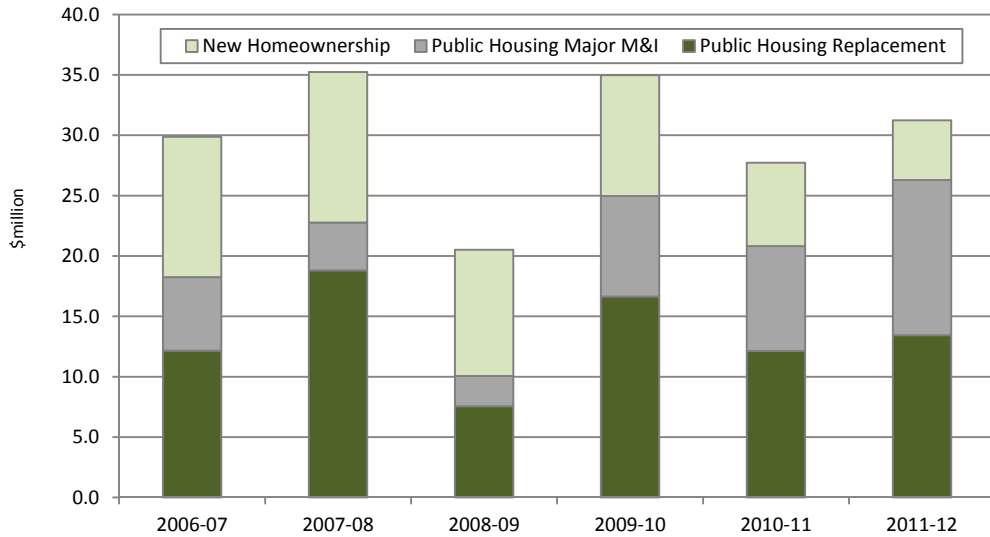
**Measure 2 – Delivery of Major Infrastructure**

The NWTHC major capital spending is allocated between public housing replacement and retrofits and construction of new homeownership units. In addition to major capital spending, the NWTHC also undertakes a significant number of projects related to homeownership repair programs and minor repairs to rental units.

Between 2006-07 and 2011-12 a total of \$179.6 million has been invested in major infrastructure spending. This has included \$80.7 million in public housing replacement, \$42.5 million in major retrofits to existing public housing and \$56.4 million for construction of new homeownership units.

In 2012-13, the initial capital plan was for \$13.2 million and another \$8.9 million is expected to be added to that for carry-over and deferred projects.

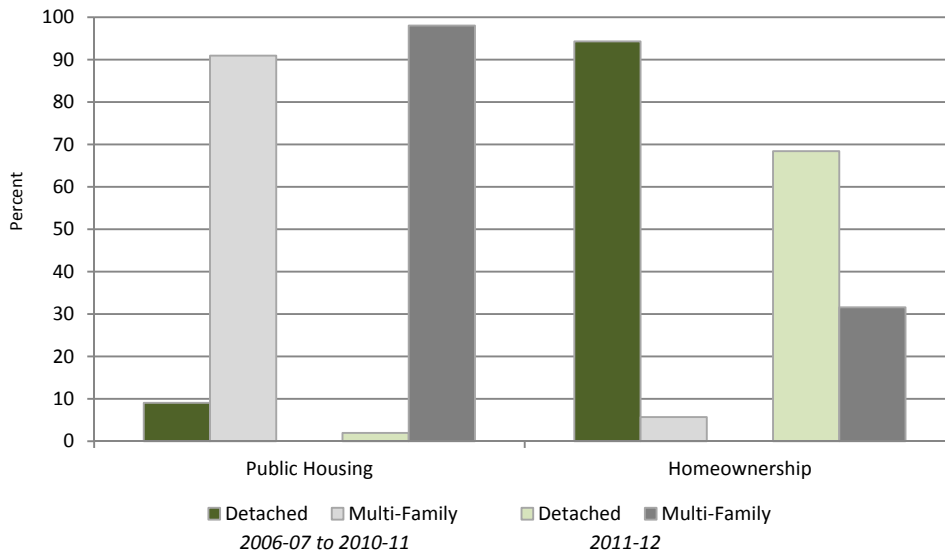
**Major Infrastructure Spending  
2006-07 to 2011-12**



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.

## *Initiatives*

As noted, Finance and Infrastructure Services provides the NWTHC with overall financial management, information systems development and support, and with design, procurement, and technical support related to infrastructure development.

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 2011-12 were invested in short and long-term investments. Short term investments had a market yield of 1.16% to 1.60%. Longer term investments had a weighted average yield of 2.17%.

Considerable work has been undertaken to improve the timeliness of the audited consolidated financial statements for the NWTHC over the past couple of years. A key piece of this effort has been to support Local Housing Organizations (LHOs) in completing their annual audits. Improving financial management by the LHOs continues to be a focus with a number of deficit recovery plans with LHOs being completed and increased support being added by the NWTHC in collection activities.

An initiative that has been started in 2012-13 that will carry into 2013-14 is expanding the use of bulk procurement among LHOs. It is expected that by pooling the purchasing power across LHOs and the NWTHC that some savings can be achieved. Initial work has started to examine specific materials that could be included in this initiative. Work is being done with LHOs to ensure that the approach does not negatively impact their operations while still achieving the expected results.

As noted in the measures, there have been improved financial results for the LHOs in 2011-12. Further support for LHOs to continue to improve these results is planned. Regular meetings with LHOs are expected to review past operations and results, to assess current year operations, and to work on continued improvements in the delivery of housing services is the focus of these meetings. Current indicators based on the information systems, annual audits, and capital plans will all form part of the basis of discussions with the LHOs.

Community governments are also critical partners of the NWTHC with responsibility for land development. Without an adequate supply of 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 is being 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. The planned monitoring project is nearing completion related to the Northern Sustainable Housing Project that 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.

A number of other energy efficiency projects have been completed by the NWT HC over the past several years, along with capital investments in our public housing stock, which have contributed to the reduction in heating fuel within the public housing portfolio. The NWT HC is working closely with the GNWT Energy Coordinating Committee on an updated GNWT Energy Plan.

Infrastructure Services continue to play an important role in changes to homeownership programs. In 2012-13 a project to incorporate resident input into design options related to homeownership units is scheduled to take place. This project will bring together residents with technical staff to consider options for homeownership designs within the context of cost and feasibility. As part of the changes in homeownership programs, detailed in the Programs and District Operations key activity, the NWT HC will move to provide residents greater input into their home design. A catalogue will be developed during 2013-14 that will outline the base unit and potential options for residents planning to obtain a new unit.

The information systems of the NWT HC continue to play a critical role in the administration and management of housing programs. The Territorial Housing System was introduced in early 2012-13. Training and support for LHOs and NWT HC staff was undertaken and implementation has proceeded smoothly. The new system is providing for real-time monitoring of rent assessment and collection rates; application, wait time and eviction processes; arrears and re-payment plans.

Development work is taking place in 2012-13 for the replacement of the Maintenance Management Operating System (MMOS) which is part of the Maintenance Management Program of the NWT HC to track the maintenance activities for its assets. The NWT HC and the LHOs use MMOS to monitor demand and preventative maintenance activities, maintenance scheduling, stock inventories, budget performance, and other asset maintenance activities. A business case analysis has been developed and decisions regarding the new software are expected in the coming months. For 2013-14, implementation activities including user training will be a critical activity.

Finally, the NWT HC 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. Projects are being identified for 2012-13 to build on past success in this area and this activity will carry on into 2013-14. These initiatives require significant involvement of the community and other organizations.

## KEY ACTIVITY 3 – PROGRAMS AND DISTRICT OPERATIONS

### Description

Programs and District Operations provide corporate support and oversight 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 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.

### Performance Measures

#### 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 2012-13*

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13*
CARE - MAJOR	61	70	262	103	103	111
CARE - PM	157	163	205	106	85	121
CMHC Repair	53	69	110	86	121	57
HELP	25	49	22	30	44	15
PATH	9	2	10	11	15	10

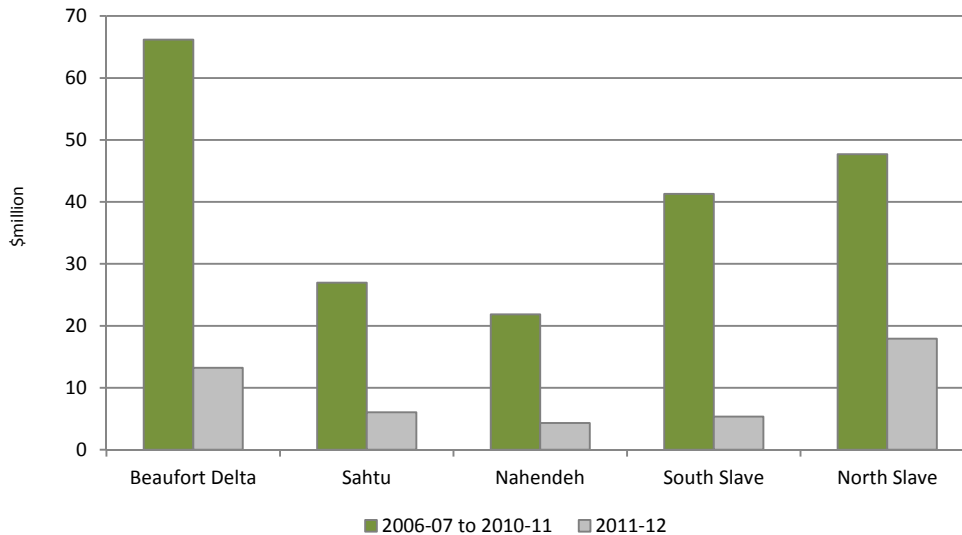
\* Clients of SAFE, the new NWTHC repair program and the CMHC emergency repair program are not included in the 2012-13 values as these programs have continuous intake.

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 2011-12*

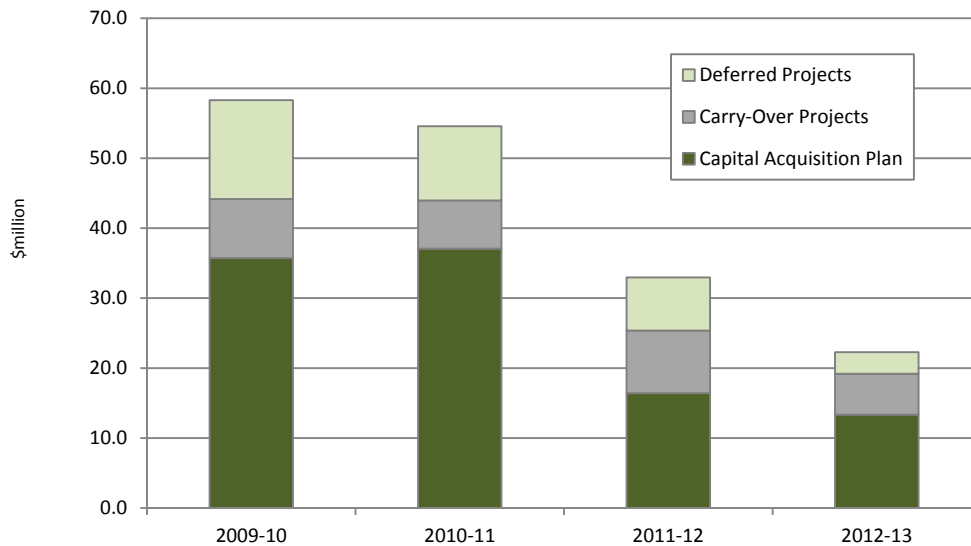


Over the past six years approximately \$251 million has been spent on capital projects by the NWTHC. The figure above provides an overview of this spending by district, with the total spent between 2006-07 and the 2011-12 expenditures. The mix of projects by district is driven by the overall capital acquisition plan and program uptake. The delivery of these projects is a major driver of the workload in district offices.

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 housing 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 unforeseen circumstances related to the project, delays in land acquisition, contractor availability, or project planning delays.

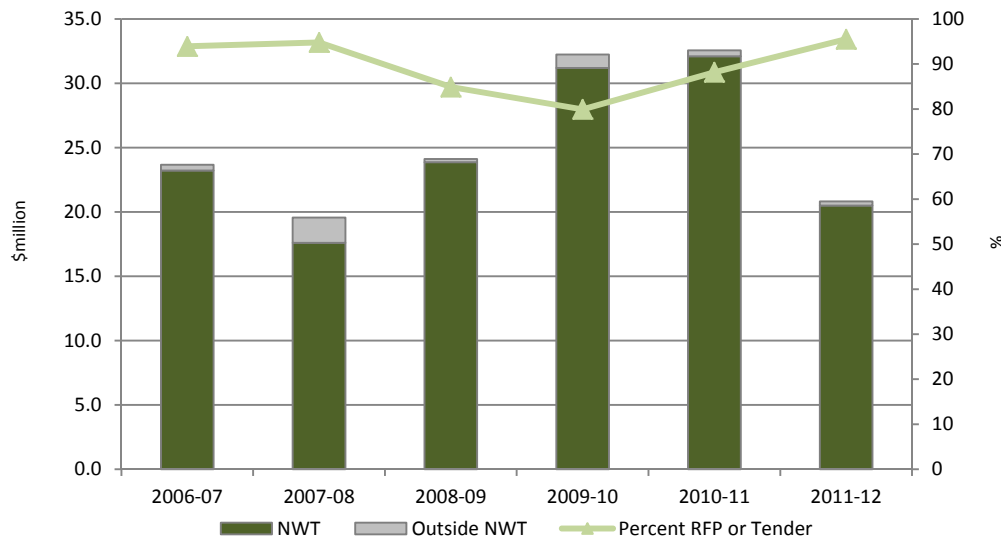
In addition to the major capital projects, program spending for homeownership repairs and minor repairs to rental NWTHC properties also contribute to the total value.

**Total Capital Acquisition Plan, by Source  
2009-10 to 2012-13**



The NWTHC 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 89% of the contract values were awarded through competitive processes like requests for proposals or tenders. The remaining were negotiated contracts or sole source contracts.

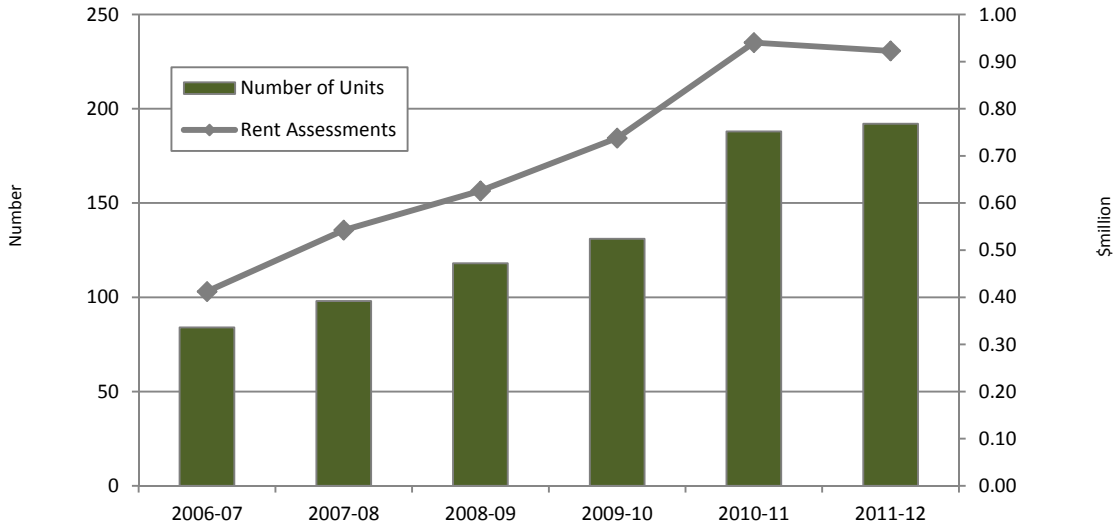
**NWTHC Contracting, by Location of Firm and Contracting Process  
2006-07 to 2011-12**



**Measure 3 – HELP and Market Housing Management**

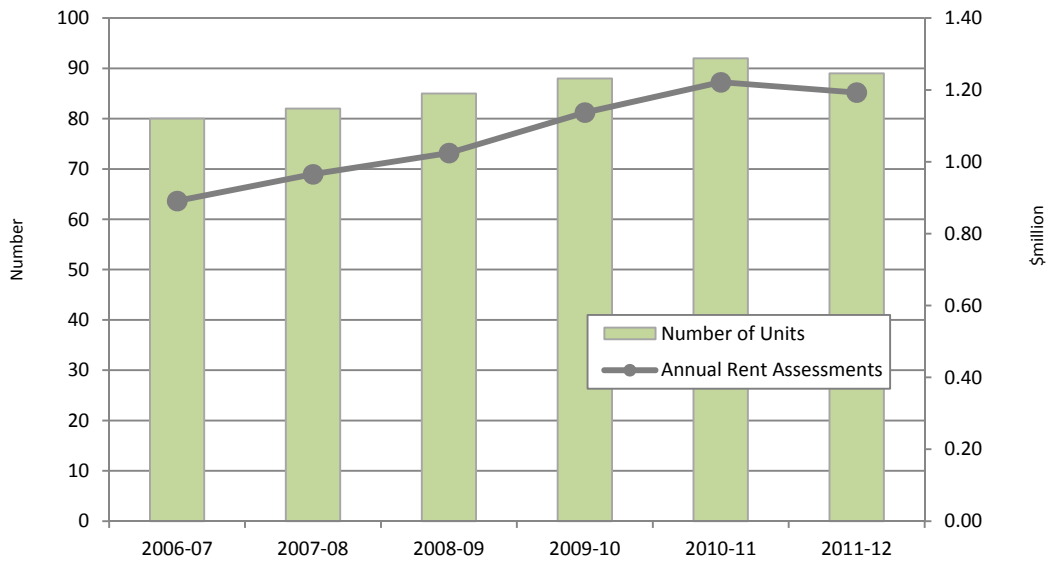
Overall, the number of HELP units has been on the increase over the past several years with a total of 192 HELP units and about \$923,000 rent assessed during 2011-12.

**HELP and Related Rental Clients and Rent Assessments  
2006-07 to 2011-12**



The NWT HC operates a number of market rental units in communities through the Northwest Territories. Rent assessments on these units totaled \$1.19 million in 2011-12.

**Market Housing Units and Rent Assessments  
2006-07 to 2011-12**





## Initiatives

One of the strategic priorities of *Building for the Future* was to improve homeownership supports. Initial actions undertaken in 2012-13 including the introduction of SAFE, the new emergency repair program, and changes to CARE the primary homeownership repair program.

For 2013-14, major modifications will be introduced to the approach to supporting homeownership including to the PATH (Providing Assistance for Territorial Homeownership) program. The new approach to homeownership supports is more reflective of lack of market and limited economic opportunities of non-market communities. The zone approach (same as the public housing rent scale) will be used and will provide a level of subsidy to roughly equalize shelter costs for dwellings of a similar age and quality in all non-market communities.

Changes are also planned to expand eligibility for homeownership programs to provide support residents with modest incomes that have a high chance of being successful homeowners. The revised homeownership program will contain buy-back provisions for non-market communities to reduce risk to homeowners. A different approach will be used for PATH in market communities to focus on first time homeowners.

To support the priorities of the 17<sup>th</sup> Legislative Assembly, the Public Housing Purchase Program will be introduced in 2013-14. The Public Housing Purchase Program will target long-term tenants of public housing that have no arrears and adequate income to maintain a homeownership unit. For this new program, eligible clients would be eligible for up to \$25,000 on top of PATH assistance to purchase a public housing unit. The NWT HC will be proactive in targeting tenants that would likely be eligible for this program.

Programs and District Operations will continue to play a central role in the delivery of the NWT HC capital plan. For 2013-14, at a minimum the capital plan will include over \$14.5 million in new construction and major retrofits involving 175 units and about \$7.7 million in homeownership repair, preventative maintenance, and emergency repair projects.

As noted, a number of initiatives were introduced in 2012-13 and the roll-out of these initiatives will continue into 2013-14. The new NWT Housing Appeals Committee has been started and it is expected that continued attention will be needed as this new Committee starts its operations. The new Territorial Rent Supplement Program has been launched and intake is being phased in starting September 2012 so will carry on into 2013-14. SAFE, the new emergency repair program, and changes to CARE are being introduced in 2012-13 and monitoring and evaluation of the impact of these changes will continue into 2013-14.

As noted, in 2012-13 annual meetings between District Offices and LHOs are being introduced on top of on-going communication between the LHOs and the NWT HC. This annual meeting will provide the opportunity to review past operations and results, to assess current year operations, and to work towards continued improvement in the delivery of housing services. The NWT HC will also continue to play an active role in the annual meetings of LHO Managers, which provide a good opportunity to work collectively on the issues facing LHOs.

Work will continue to be advanced in 2013-14 on the broad examination of delivery of housing services at a community level. By 2013-14, detailed planning related to roles and responsibilities will be completed and options for changes will be available for consideration. It is expected that the LHOs will play a critical role in this review.

## 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 developed 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 29 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.

### Performance Measures

#### 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.

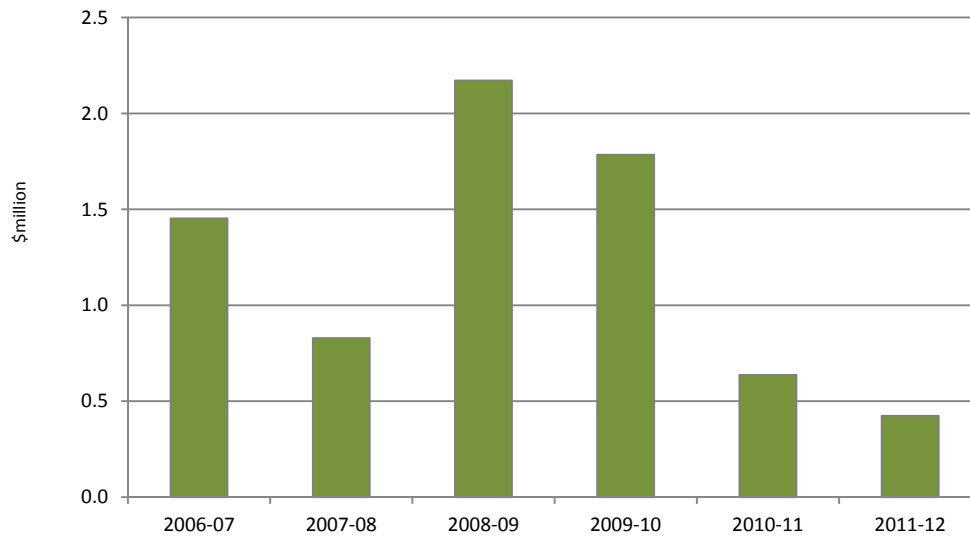
As noted below, there were 7 out of the 23 LHOs that had an operating deficit in 2011-12. This value shows an improvement and represents the fewest LHOs with operating deficits over the past six years.

#### *Local Housing Organizations with Operating Deficits 2006-07 to 2011-12*

	Number
2006-07	11
2007-08	10
2008-09	12
2009-10	12
2010-11	10
2011-12	7

For most LHOs deficits are closely correlated with rent collection. Overall rent collection arrears dropped to \$423,000 in 2011-12 which is a significant decline from the high of \$2.2 million in 2008-09. The results for 2011-12 represent the third straight year of decline in arrears for public housing.

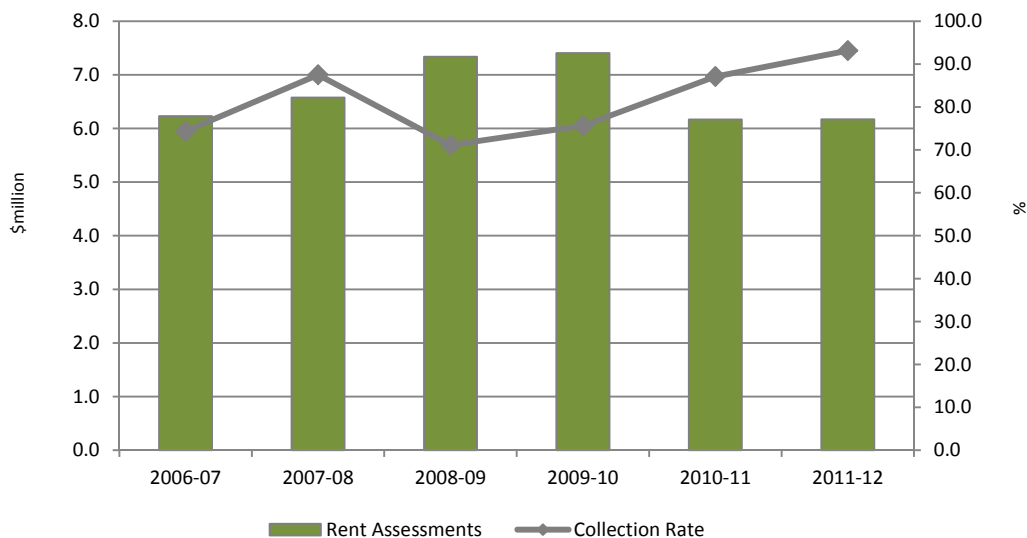
**Public Housing Rent Collection Arrears  
2006-07 to 2011-12**



**Measure 2 – Managing Tenant Relations**

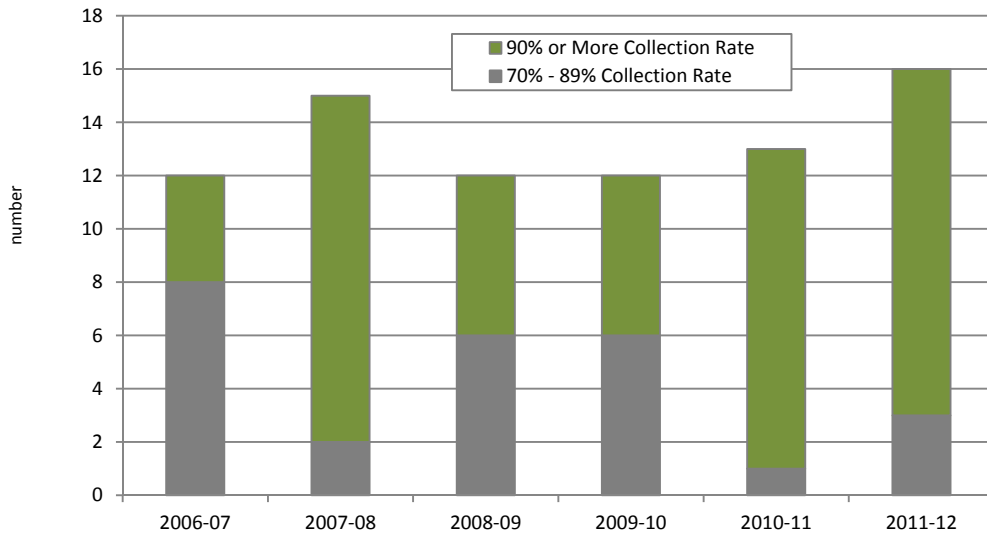
A critical responsibility of the 23 Local Housing Organizations is to complete timely rent assessments and consistently collect rent in the 2,400 public housing units. Some caution is required in interpreting indicators on rent assessment and collection, as any revisions for previous year’s assessments (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 from previous years are being paid off.

**Public Housing Rent Assessments and Collection Rate  
2006-07 to 2011-12**



Collection rates have varied considerably in the past six years with a low of 71% in 2008-09. In 2011-12 the collection rate was 93.1%, which is the third straight increase. Rent assessments were \$6.2 million in 2011-12.

**Local Housing Organizations Collecting 70% or More of Assessed Rent  
2006-07 to 2011-12**

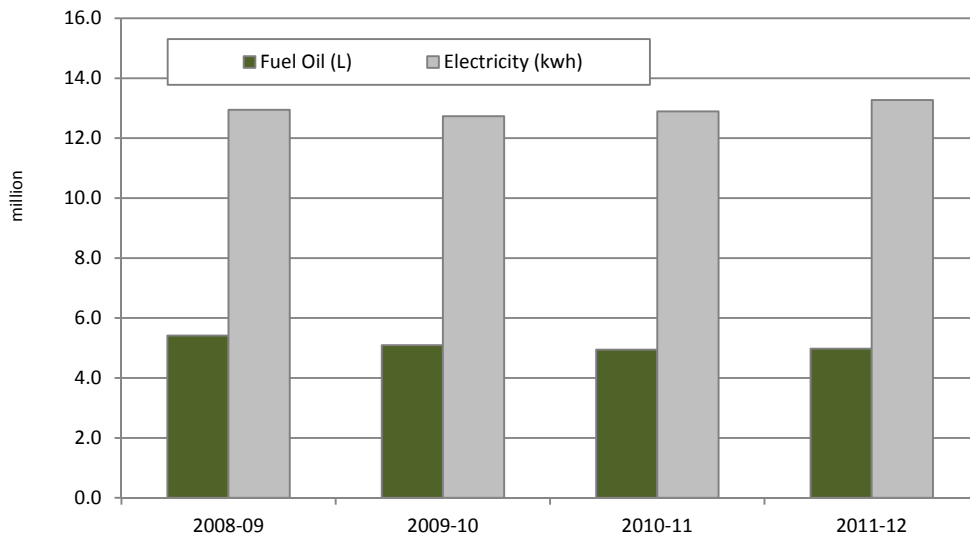


The overall improved collection rate is reflected in the performance at a LHO level. In 2011-12, 16 of the 23 LHOs collect 70% or more of assessed rent. A total of 13 LHOs collected at least 90% of assessed rent in 2011-12. The 90% of assessed rent is a critical value as this is needed for the LHO not to run the risk of having an operating deficit.

**Measure 2 – Operating Public Housing Units**

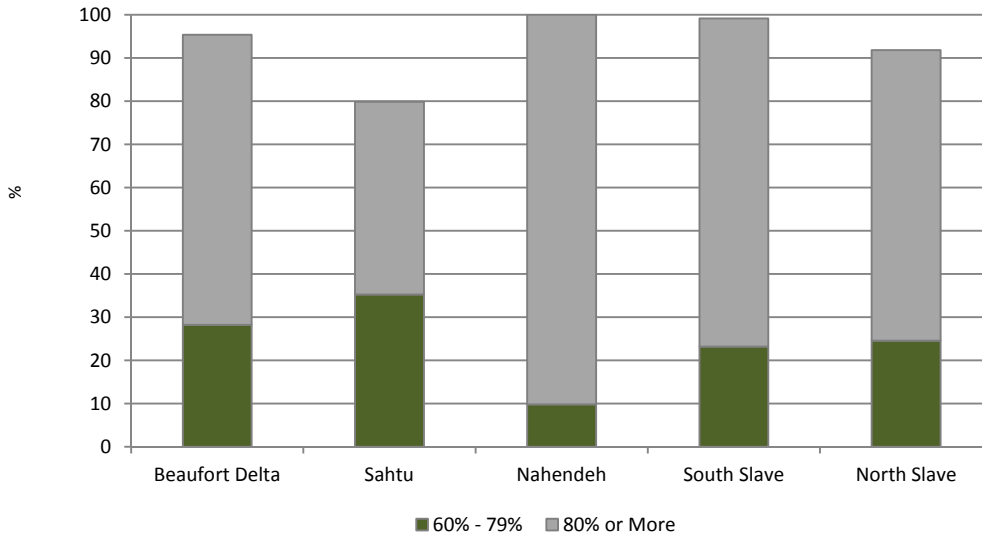
Although less time series data is available, recent investments in energy efficiency and modernizing the public housing stock appears to have paid off. Overall the liters of heating fuel for public housing units declined by 8.1% between 2008-09 and 2011-12.

**Utility Consumption in Public Housing Units  
2008-09 to 2011-12**



There has been a slight increase in electricity use in public housing units over the four year period, although 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 2011-12, with 68% 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.

**Initiatives**

As noted in other key activities, there are a number of additional activities that are being undertaken to strengthen the support provided to LHOs. Improved engagement with LHOs on performance and improved planning at a community level, strengthening support for LHO operations including training and information sharing, and enhancing systems like the introduction of the Territorial Housing System and replacing the maintenance management system will help to improve efficiency and management of LHOs.

A major change in the public housing program introduced in 2012-13 was the introduction of the new public housing rent scale. This change was done on a similar time frame as the introduction of the Territorial Housing System. This system resulted in major changes in the management and administration activities of the LHOs by moving to a primarily electronic operating environment for client management. LHOs received significant training on the new system and the new rent scales. An effort was made in all LHOs to meet with every client to explain the new rent scale and the implications for their household.

Continuing to improve the quality of the public housing stock is an on-going objective of the NWT HC. The annual condition rating process has been strengthened and this measure provides an indicator of quality. As noted in the measures, 94% of the public housing stock has a condition rating above 60% and 68% of the stock have a condition rating above 80%.

The GNWT has identified \$10 million in additional targeted housing investment for 2014-15 and 2015-16. The NWT Housing Corporation plans to use this incremental investment to target public housing stock with the greatest quality issues. This will result in a greater portion of this targeted investment going to areas like the Sahtu and the Tlicho communities. This incremental investment will build on the typical capital plan. The normal capital plan allocates investment on factors like the age of units, scheduled retrofits, population dynamics, and results from the most recent needs survey.

Investments are also 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. Work is continuing with federal, provincial and territorial partners on a longer term solution related to the sustainability of public housing.

## 2. RESPONDING TO PRIORITIES

### Priority 3 – Address Housing Needs

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 contain critical elements for advancing this priority of the 17<sup>th</sup> Legislative Assembly. The following table outlines key activities undertaken to date in the 17<sup>th</sup> Legislative Assembly.

Strategic Priorities in Support of Overall Priority	Actions to Date
1. Strengthening Public Housing	<ul style="list-style-type: none"> <li>• Developed and implemented new public housing rent scale</li> <li>• Targeted strategic investment of \$10 million to improve quality of public housing stock</li> <li>• Investment of \$26.3million in replacement and retrofits for public housing units in 2011-12 with \$23.9 million planned in 2012-13 and 2013-14.</li> </ul>
2. Improving Homeownership Supports	<ul style="list-style-type: none"> <li>• Introduction of SAFE, a new emergency repair program</li> <li>• Changes to the CARE Preventative Maintenance program to increase limit to \$3,000 and make more accessible</li> <li>• Changes to subsidy approach in PATH to improve affordability of homeownership</li> <li>• Changes to eligibility criteria for PATH to expand the potential client pool</li> <li>• Changes to approach to homeownership designs and the role of clients in the home they purchase</li> <li>• Introduction of Public Housing Purchase Program to support successful public housing clients to purchase their unit</li> <li>• Delivered \$12.3 million in homeownership repair programs in 2011-12 to 309 homeowners, with \$15.1 million in repairs expected in 2012-13 and 2013-14</li> </ul>
3. Increasing Housing Options in Non-Market Communities	<ul style="list-style-type: none"> <li>• Planning completed to expand the NWT HC market rental portfolio in order to provide rental opportunities for staff that deliver critical services</li> </ul>

Strategic Priorities in Support of Overall Priority	Actions to Date
	<ul style="list-style-type: none"> <li>• Modification of the Housing for Staff program and targeting community partnerships to expand housing options in non-market communities</li> </ul>
4. Improving Housing Services	<ul style="list-style-type: none"> <li>• Undertaking review of roles and responsibilities of LHOs and developing options to improve service delivery at a community level.</li> <li>• Strengthened communication on housing programs and services</li> <li>• Completing a pilot project to provide opportunities for residents to reduce arrears while supporting community or other shelter needs.</li> </ul>
5. Strengthening the Approach to Homelessness and Transition Housing	<ul style="list-style-type: none"> <li>• Added a Homelessness Coordinator position to help with overall GNWT coordination, work with smaller NWT communities, and administer the Homelessness Assistance Fund and Small Community Homelessness Fund.</li> <li>• Committed to GNWT contribution towards the Betty House Transition House for Women and Children</li> </ul>
6. Addressing Housing Challenges for the Working Poor	<ul style="list-style-type: none"> <li>• Introduced the new Transitional Rent Supplement program to help address affordability problems for those that reside in market rentals</li> </ul>
7. Developing Infrastructure Solutions Based on Individual and Community Needs	<ul style="list-style-type: none"> <li>• Focused on multi-family construction with 98% of new public housing units being multi-family configuration during the 17<sup>th</sup> Assembly.</li> <li>• Expanding supported living facilities in smaller NWT communities by constructing four new facilities</li> <li>• Undertaking a project to provide residents with greater input into homeownership designs</li> <li>• Increased client involvement in homeownership options</li> <li>• Strengthening the working relationship with communities to ensure land availability for housing development</li> </ul>
8. Addressing the Declining Federal Funding	<ul style="list-style-type: none"> <li>• Chairing the FPT Housing Forum with a focus on sustainability of social housing within Canada</li> <li>• Increased GNWT contribution to offset declines in federal funding to operate public housing</li> <li>• Developed overall strategic approach related to the declining federal funding.</li> </ul>



### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	<b>Proposed Main Estimates 2013-14</b>	<b>Revised Estimates 2012-13</b>	<b>Main Estimates 2012-13</b>	<b>Actuals 2011-12</b>
	(\$000)	(\$000)	(\$000)	(\$000)
<b>OPERATIONS EXPENSES</b>				
Executive	1,194	1,194	1,194	1,690
Programs and District Operations	31,419	33,820	34,174	34,011
Finance and Infrastructure Services	19,425	20,699	20,595	21,514
Local Housing Organization	44,434	43,904	43,904	44,148
<b>TOTAL OPERATIONS EXPENSE</b>	<b>96,472</b>	<b>99,617</b>	<b>99,867</b>	<b>101,363</b>
CAPITAL INFRASTRUCTURE	14,524	22,375	13,342	16,669
<b>TOTAL OPERATIONS &amp; CAPITAL</b>	<b>110,996</b>	<b>121,992</b>	<b>113,209</b>	<b>118,032</b>
<b>REVENUES</b>	<b>110,996</b>	<b>121,992</b>	<b>113,209</b>	<b>116,908</b>
<b>SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,124)</b>

#### HUMAN RESOURCE SUMMARY

	<b>Proposed 2013-14</b>	<b>2012-13</b>	<b>2011-12</b>	<b>2010-11</b>
Total Number of Employees	117	117	123	117

## Appendix I – Financial Information

### Operations Expense Summary

	Main Estimates 2012-13 (\$000)	Proposed Adjustments			Proposed Budget 2013-14 (\$000)
		Forced Growth (\$000)	New Initiatives (\$000)	Sunsets and Other Adjustments (\$000)	
<b>Executive</b>					
President's Office	544	-	-	-	544
Strategic Planning, Policy and Communications	650	-	-	-	650
<b>Total Executive</b>	<b>1,194</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,194</b>
<b>Programs &amp; District Operations</b>					
Vice-President's Office	386	-	-	-	386
Program Development and Implementation	803	-	-	-	803
North Slave	8,560	-	-	(42)	7,431
South Slave	6,416	-	-	(183)	6,030
Nahendeh	3,949	-	-	(215)	3,671
Sahtu	5,743	-	-	(243)	4,897
Beaufort Delta	8,317	-	-	(175)	8,201
<b>Total Programs &amp; District Operations</b>	<b>34,174</b>	<b>-</b>	<b>-</b>	<b>(858)</b>	<b>31,419</b>
<b>Finance &amp; Infrastructure Services</b>					
Vice-President's Office	291	-	-	-	291
Finance & Administration	16,559	-	-	-	15,363
Infrastructure Services	2,288	-	-	34	2,322
Financial Planning	353	-	-	-	353
Information Services	1,104	-	-	(58)	1,096
<b>Total Finance &amp; Infrastructure Services</b>	<b>20,595</b>	<b>-</b>	<b>-</b>	<b>(24)</b>	<b>19,425</b>
<b>Total Local Housing Organizations</b>	<b>43,904</b>	<b>530</b>	<b>-</b>	<b>-</b>	<b>44,434</b>
<b>Total Operations Expense</b>	<b>99,867</b>	<b>530</b>	<b>-</b>	<b>(882)</b>	<b>96,472</b>
<b>Total Capital Infrastructure</b>	<b>13,342</b>	<b>-</b>	<b>-</b>	<b>(100)</b>	<b>14,524</b>
<b>TOTAL CORPORATION</b>	<b>113,209</b>	<b>530</b>	<b>-</b>	<b>(982)</b>	<b>110,996</b>

**Explanation of Proposed Adjustments to Operations Expense**

Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>PROGRAMS AND DISTRICT OPERATIONS</b>						
<b>District Operations</b>						
- Comp. and Benefits	Transfer to Financial Shared Services	-	-	-	(43)	-
- Grants and Contr.	Sunset PH Energy Upgrades	-	-	-	(600)	-
	Declining M&I funds from CMHC	-	-	-	-	(24)
	Reduced revenue from Sale of Units and Lease revenue	-	-	-	-	(541)
	Transfer to Major Capital and IT	-	-	-	-	(1,332)
- Other O&M	Transfer to Financial Shared Services	-	-	-	(3)	-
- Amortization	Internal Adjustment	-	-	-	(212)	-
<b>Total District Operations</b>		-	-	-	(858)	(1,897)
<b>TOTAL PROGRAMS AND DISTRICT OPERATIONS</b>		-	-	-	(858)	(1,897)
<b>FINANCE AND INFRASTRUCTURE SERVICES</b>						
<b>Finance and Administration</b>						
- Grants and Contr.	Increased Market Housing Expenditures	-	-	-	-	180
	Reduced HELP Expenditures	-	-	-	-	(105)
- Other O&M	Declining CMHC Debt	-	-	-	-	(1,271)
<b>Total Finance and Administration</b>		-	-	-	-	(1,196)
<b>Infrastructure Services</b>						
- Amortization	Internal Adjustment	-	-	-	34	-
<b>Total Infrastructure Services</b>		-	-	-	34	-
<b>Information Services</b>						
- Comp. and Benefits	Sunset IT Tools and Supports	-	-	-	(53)	-
- Other O&M	Sunset IT Tools and Supports	-	-	-	(5)	-
	Computer Expenditures from Capital	-	-	-	-	50
<b>Total Information Services</b>		-	-	-	(58)	50
<b>TOTAL FINANCE AND INFRASTRUCTURE SERVICES</b>		-	-	-	(24)	(1,146)
<b>LOCAL HOUSING ORGANIZATIONS</b>						
- Grants and Contr.	Heating Fuel forced growth	-	309	-	-	-
	Water & Sanitation forced growth	-	65	-	-	-
	Property Taxes and Land Lease forced growth	-	156	-	-	-
<b>TOTAL LOCAL HOUSING ORGANIZATIONS</b>		-	530	-	-	-
<b>CAPITAL INFRASTRUCTURE</b>						
	Sunset PH Energy Upgrades	-	-	-	(100)	-
	Transfer from Minor Capital	-	-	-	-	1,282
<b>TOTAL CAPITAL INFRASTRUCTURE</b>		-	-	-	(100)	1,282
<b>TOTAL PROPOSED ADJUSTMENTS</b>		-	530	-	(982)	(1,761)

**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

	<b>Proposed Main Estimates 2013-14</b>	<b>Main Estimates 2012-13</b>
<b>CANADA MORTGAGE &amp; HOUSING CORPORATION (CMHC)</b>		
CMHC AHI & Renovation Programs	1,840	1,840
CMHC Recoveries Capital	1,474	1,494
CMHC Recoveries Unilateral Programs	3,918	3,918
CMHC Recoveries O&M Programs	10,040	11,050
CMHC Recoveries Debt Repayment	5,173	6,448
<b>TOTAL</b>	<b>22,445</b>	<b>24,750</b>
<b>OTHER RECOVERIES</b>		
Sale of Housing Packages & Other Recoveries	1,800	2,200
Public Housing Tenant Revenue	4,236	4,236
Other Revenue	1,200	1,075
Lease Revenue	2,693	2,884
Non-cash Item Amortization	12,428	12,606
<b>TOTAL</b>	<b>22,357</b>	<b>23,001</b>
<b>GNWT CONTRIBUTION</b>	<b>66,194</b>	<b>65,458</b>
<b>TOTAL REVENUES</b>	<b>110,996</b>	<b>113,209</b>

**Explanation of Proposed Adjustments to Revenues**

<b>Activity / Task</b>	<b>Explanation of Proposed Adjustment</b>	<b>Forced Growth</b>	<b>New Initiatives</b>	<b>Sunsets and Other Approved Adjustments</b>	<b>Internal Reallocation of Resources</b>
<b>CANADA MORTGAGE AND HOUSING CORPORATION</b>					
Capital Recoveries	Declining M&I funds from CMHC	-	-	-	(20)
O&M Programs	Declining funds from CMHC	(1,010)	-	-	-
Debt Repayment	Loans paid out during the year	-	-	-	(1,275)
<b>TOTAL</b>		<b>(1,010)</b>	<b>-</b>	<b>-</b>	<b>(1,295)</b>
<b>OTHER RECOVERIES</b>					
Sale of Housing Packages & Other Recoveries	Projected reduction in sales	-	-	-	(400)
Other Revenue	Increase in Investment Income	-	-	-	125
Lease Revenue	Reduced Client Income Assessments	-	-	-	(191)
Non-cash Item Amortization	Internal adjustment	-	-	(178)	-
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>(178)</b>	<b>(466)</b>
<b>GNWT CONTRIBUTION</b>					
	Sunset PH Energy Upgrades	-	-	(700)	-
	Sunset IT Tools and Supports	-	-	(58)	-
	Transfer to Financial Shared Services	-	-	(46)	-
	Heating Fuel forced growth	309	-	-	-
	Water & Sanitation forced growth	65	-	-	-
	Property Taxes and Land Lease forced growth	156	-	-	-
	Declining funds from CMHC	1,010	-	-	-
<b>TOTAL</b>		<b>1,540</b>	<b>-</b>	<b>(804)</b>	<b>-</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>530</b>	<b>-</b>	<b>(982)</b>	<b>(1,761)</b>

**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2013-14 Business Plan**

Activity / Task	Explanation of Proposed Adjustment	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>PROGRAMS AND DISTRICT OPERATIONS</b>					
Rental Programs	Sunset PH Energy Upgrades	-	-	(600)	-
	Declining M&I funds from CMHC	-	-	-	(24)
	Reduced revenue from Sale of Units and Lease revenue	-	-	-	(541)
	Transfer to Major Capital	-	-	-	(21)
Homeownership Programs	Transfer to Major Capital and IT	-	-	-	(1,311)
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>(600)</b>	<b>(1,897)</b>
<b>FINANCE AND INFRASTRUCTURE SERVICES</b>					
Market Housing	Increased O&M	-	-	-	180
HELP	Decreased O&M	-	-	-	(105)
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>75</b>
<b>LOCAL HOUSING ORGANIZATIONS</b>					
Heating Fuel	Increased Rates	309	-	-	-
Water and Sanitation	Increased Rates	65	-	-	-
Property Taxes and Land Leases	Increased Assessments	156	-	-	-
<b>TOTAL</b>		<b>530</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>530</b>	<b>-</b>	<b>(600)</b>	<b>(1,822)</b>

## Appendix II – Human Resources Reconciliation

### Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan

	2012-13 Main Estimates		Change		2013-14 Business Plan	
	NWTHC	LHO	NWTHC	LHO	NWTHC	LHO
Total	117	130	-	-	117	130
Yellowknife HQ	62	-	-	-	62	-
North Slave	12	29	-	-	12	29
South Slave	13	26	-	-	13	26
Nahendeh	8	9	-	-	8	9
Sahtu	9	21	-	-	9	21
Beaufort-Delta	13	45	-	-	13	45

## Appendix III – Infrastructure Investments

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 2012-13

	Total
2006-07	38.8
2007-08	44.7
2008-09	25.6
2009-10	48.4
2010-11	46.5
2011-12	29.3
2012-13*	35.1

\* Forecast

For 2013-14, infrastructure investments are expected to total \$24.8 million, including \$14.5 million in major capital expenditures and \$10.3 million in minor capital. This value does not include any carryovers or deferred projects.

With respect to major capital investment, as described in the 2013-14 Capital Estimates the proposed capital acquisition plan allocates \$6.3 million for new housing and \$7.8 million for major modernization and improvement of public housing.

### Planned Major Capital Projects, by Type 2013-14

	New Home-ownership	Public Housing Replacement	Public Housing Retrofit
Total	6	9	118
Beaufort-Delta	1	1	39
Sahtu	0	0	19
Nahendeh	3	0	7
South Slave	0	0	21
North Slave	2	8	32



# **PUBLIC WORKS AND SERVICES**



## **1. DEPARTMENT 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, businesses and residents.

### **GOALS**

1. Safe and reliable facilities are available to support the delivery of government programs.
2. Protection of life and property through enforcing the provisions of electrical, gas, boiler and pressure vessel legislation.
3. Suitable information technology infrastructure and services available to support the delivery of government programs and services.
4. Meet basic community needs for heating, transportation and power generation fuels through the safe and reliable provision of fuel services.
5. Effective management of government records.
6. Support government-wide sustainability and energy efficiency goals through energy conservation programs and activities.

## OPERATING ENVIRONMENT

### ***Digital Information Integrated Management System (DIIMS)***

The GNWT's new electronic record and document management solution (DIIMS) was implemented in PWS in 2012-13 as a pilot project with the next phase of implementation to include three new departments starting in 2013-14. While the GNWT-wide implementation of this system remains an Office of the Chief Information Officer initiative, PWS will be responsible for maintaining and supporting the system and coordinating/providing system user training as implementation progresses.

### ***Devolution***

In support of the Devolution planning and implementation process, PWS will be called upon to provide a number of essential support issues associated with implementation, particularly in the areas of infrastructure, accommodations, information technology, contracts and records.

### ***Increased Demand for Services and Support in the Sahtu***

Given the unprecedented interest in resource development in the Sahtu region related to natural gas and oil exploration, multiple departments are preparing for increased demands to their respective programs and services in Sahtu communities. PWS will be called upon in two ways during this anticipated growth period:

- to inspect and enforce the provisions of electrical, gas, boiler and pressure vessel legislation as new infrastructure is built to accommodate exploration activities and;
- to manage infrastructure and employee office accommodations in support of departmental programs and positions that may be established in the regions.

### ***Financial Shared Services Implementation***

The first Financial Shared Services (FSS) centre was implemented in September 2012 in the Beaufort-Delta region, and will act as the pilot and model for all future implementations. The remaining regional and Headquarters (HQ) offices will be implemented using a phased approach through to the end of 2014-15. Future government-wide implementations of FSS will impact the structure of the Department's financial operations and require its support in identifying, securing and fitting up general purpose office space to accommodate the FSS centres.

### ***Procurement Shared Services***

GNWT departments continue to be responsible for managing their contracting and procurement activities although only a few of the larger departments contain specialized resources dedicated to the purchasing function. Without a centralized authority, procedures are inconsistent and practices vary from department to department.

In 2012-13, Public Works and Services will work towards establishing a Centre of Excellence with implementation in 2013-14.

### ***Norman Wells and Inuvik Natural Gas***

In December 2010, PWS was informed that the Town of Norman Wells received written notice from Imperial Oil that the supply of natural gas will cease to commercial customers as of June 30, 2013. Natural gas supply to residential customers will cease one year later on June 30, 2014.

During the winter of 2010-11, one of the two gas wells that supply the Town of Inuvik was shut down due to water intrusion leaving only one well supplying the Town with no redundancy. Inuvik Gas Ltd. have advised that the estimated life for the remaining high natural gas reserves at the Ikhil field are less than one year. Inuvik Gas Ltd. has taken measures to supply the Town of Inuvik with Synthetic Natural Gas as an interim measure.

***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. Ongoing investment in the GNWT's aging asset base through the 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.

## KEY ACTIVITY 1 – CORPORATE MANAGEMENT

### Description

The Directorate is responsible for overall corporate management of the department, including managing human and financial resources and providing overall direction and planning. These responsibilities include information systems and records management, financial administration, policy and planning, contract and procurement services and regional program delivery which has responsibility for managing the central warehouses, GNWT mail services and disposal of surplus goods.

Records management is one of the core business areas that Public Works and Services provides to GNWT departments, boards and agencies. Responsibilities include developing, implementing and supporting government-wide policies, standards and guidelines for records storage and retrievals - including related training, maintaining the Administrative Records Classification System and supporting the new Digital Integrated Information Management System (DIIMS). Records Management also coordinates the operation of five GNWT records centres located in Yellowknife, Inuvik, Fort Smith, Hay River and Fort Simpson.

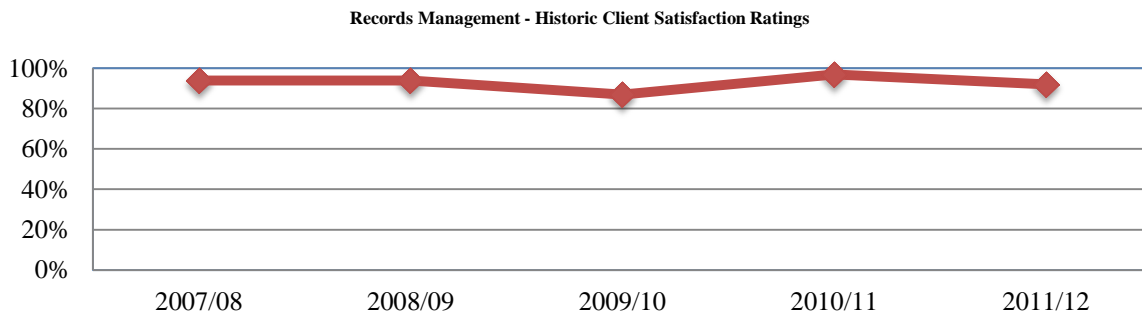
The role of Contracting and Procurement Services is to provide procurement services to the department along with monitoring and advice with respect to GNWT and PWS policies, procedures and standards related to contracting. This includes contracts for construction, the acquisition of goods and services, architectural/engineering consulting contracts, and the acquisition of real property.

Additionally, the Directorate coordinates department activities that support the 17<sup>th</sup> Assembly's priorities and department goals, and ensures effective communication within the department, with other GNWT departments, the private sector, special interest groups and with other governments including aboriginal self-governments.

### Performance Measures

#### *Overall Client Satisfaction – Records Management*

Target: 80% satisfaction



PWS carried out client satisfaction surveys in February and March during the 2011-12 fiscal year. The overall client satisfaction rating for 2011-12 was 92% which is down slightly from the 97% rating achieved in 2010-11.

*Records Management Training requests are satisfied*

Target: 100% of total

- In 2011-12, 100% of training requests were met with a total of 244 employees being trained.
- 976 GNWT employees have been trained since the 2007-08 fiscal year.

*Response to routine records retrievals*

Target: 100% are completed within 24 hours

- In 2011-12, 100% of routine records retrievals were completed within 24 hours with a total of 2,389 retrievals being completed.
- Since 2007-08, there have been 13,279 routine records retrievals completed.

*Response to urgent records retrievals requests*

Target: 100% are completed within 2 hours

- In 2011-12, 100% of urgent records retrievals were completed within 2 hours.

**Other Initiatives**

***Procurement Shared Services Centre***

Implementation of the Centre of Excellence established during 2012-13 will be a priority in 2013-14 as the first step in developing a fully operational GNWT Procurement Shared Services model. The Centre of Excellence will capitalize on the expertise residing in the department and those dedicated resources now present in departments.

***Financial Shared Services***

The Department of Finance implemented Financial Shared Services (FSS) in the Beaufort Delta in September 2012. That implementation is the FSS pilot project and will serve as the model used for implementation in the remaining regions and Headquarters. In 2013-14, PWS will be engaged with the Department of Finance working towards implementation of the next phase of FSS.

***Digital Information Integrated Management System (DIIMS)***

PWS will be working with the Office of the Chief Information Officer (OCIO) on the next phase of implementation starting in 2013-14. The project will remain an OCIO owned and managed project until implementation government-wide is complete but PWS will be responsible for maintaining and supporting the system, and providing system user training as implementation progresses. The capacity for PWS to proceed with the next phase of implementation in 2013-14 is fully dependent on the department's success in staffing the two IS positions approved to support the system.

***Annual Performance Measurement***

The PWS performance measurement system annually measures progress towards achieving departmental goals. 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.

## *Department*

To ensure that PWS services continue to meet client needs, the Department annually meets with its clients to complete client satisfaction surveys. The surveys focus on quality of service, timeliness, communications and overall performance.

### ***Department Human Resources Plan***

As part of the Department of Human Resources (HR) strategic plan, PWS was tasked with completing a HR Plan. Building on the information gathered through HR's annual GNWT Employee Engagement & Satisfaction Survey, PWS completed a draft HR plan and action plan for the department in 2012-13.

Implementing action plan items, and establishing HR performance reporting measures, will be part of the department's 2013-14 human resource plan activities.



## KEY ACTIVITY 2 – ASSET MANAGEMENT

### Description

The Asset Management activity includes the planning, design, construction, and operation and maintenance of buildings and works throughout the Northwest Territories on behalf of the GNWT. 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 and commissioning, granular materials planning and coordination, project management support, and technical support for safe drinking water initiatives

Asset Management coordinates the government's capital planning process, the planning, acquisition and management of general purpose office space and leases, and manages the disposal of surplus GNWT real property assets.

The Asset Management activity supports public safety through the enforcement of codes and standards set by government legislation covering electrical, elevator, boiler and pressure vessel and gas installations.

The Risk Management and Safety Program manages the Deferred Maintenance Initiative. This initiative 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.

Through its maintenance activities, PWS plays a large role in helping achieve GNWT-wide energy efficiency and sustainability goals. This includes helping the GNWT reduce its energy costs, its dependency on fuel oil and its greenhouse gas emissions. For existing government facilities, PWS undertakes the following energy management activities:

- Energy consumption analysis and benchmarking,
- detailed energy audits, and
- inspection of electrical and mechanical systems are part of the energy management for existing facilities.

For new government facilities, PWS adheres to the EcoEnergy Validation Program Protocol to maximize energy conservation and savings up front prior to construction. Additionally, all new GNWT facilities are to follow the department's guidelines for Good Building Practice for Northern Facilities, which it created and maintains, in order to ensure energy conservation and sustainability.

### Performance Measures

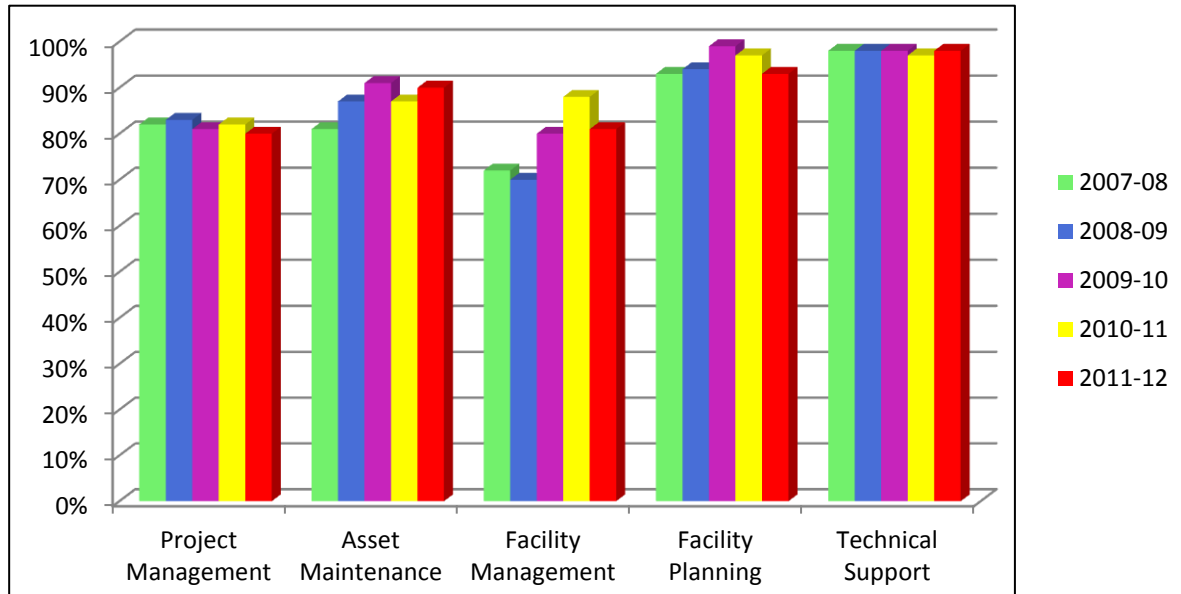
*Client Satisfaction Surveys in the areas of project management, asset maintenance, facility*

*Department*

*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 2011-12, 98% of life safety deferred maintenance issues were addressed through approved program funding. There was \$10 million in currently critical life safety issues identified at the start of the 2011-12 fiscal year with \$9,8 million being spent correcting these issues to year-end. This translated to 98 percent of life safety issues being addressed during 2011-12 through deferred maintenance funding.

**Asset Maintenance:**

Target: 100% of code mandated Preventative Maintenance work completed

- In 2011-12, there were 13,488 code mandated Preventative Maintenance work orders generated by the department. Of that total, 12,602 were completed which equates to 93%. This is down slightly from 2010-11 due to a combination of staff vacancies and availability of contractors in remote locations. On-going recruitment and employee training is helping to mitigate the impact over the year.

**Property Management:**

Target: 90% of accommodations meet GNWT standards and criteria

- In 2011-12, 95% of office space utilized meets the standard. The total amount of space that is managed by PWS is as follows:

- 45,200 square metres of leased space
- 19,100 square metres of owned space

### Other Initiatives

#### **Deferred Maintenance Program**

Deferred maintenance is the practice of postponing maintenance activities such as repairs on both real property (i.e. infrastructure) and personal property (i.e. machinery) in order to save costs, meet budget funding levels, or realign available budget monies. The failure to perform needed repairs could lead to asset deterioration and ultimately asset impairment. Generally, a policy of continued deferred maintenance may result in higher costs, asset failure, and in some cases, health and safety implications.

The Department of Public Works and Services' Risk Management and Safety Program established there was over \$470 million in deferred maintenance associated with aging GNWT infrastructure that posed potential safety risks to employees and the public.

In coordination with the capital planning process and other program funding, the Deferred Maintenance program has addressed \$145 million in deferred maintenance issues through the following initiatives:

- \$34.0 million - Direct program expenditures
- \$41.7 million - Projected reduction resulting from surplus and demolition of building assets which have been replaced or are no longer required to support GNWT programs and services
- \$49.5 million - Projected reduction resulting from integration and prioritizing deferred maintenance in the GNWT's Corporate Capital Planning process for major and minor capital projects
- \$19.8 million - Projected reduction resulting from the consolidation of maintenance and leveraging of deferred maintenance funding with regular O&M funding and Capital Asset Retrofit Funding programs
- \$145.0 million - Total reduction to overall maintenance deficit for GNWT buildings

For 2013-14, the Deferred Maintenance Program will continue to address deferred maintenance issues primarily consisting of structural deficiencies, building code issues related primarily to 'life and safety', end of life of existing building components, roof and exterior envelope failures and issues related to building and fire codes.

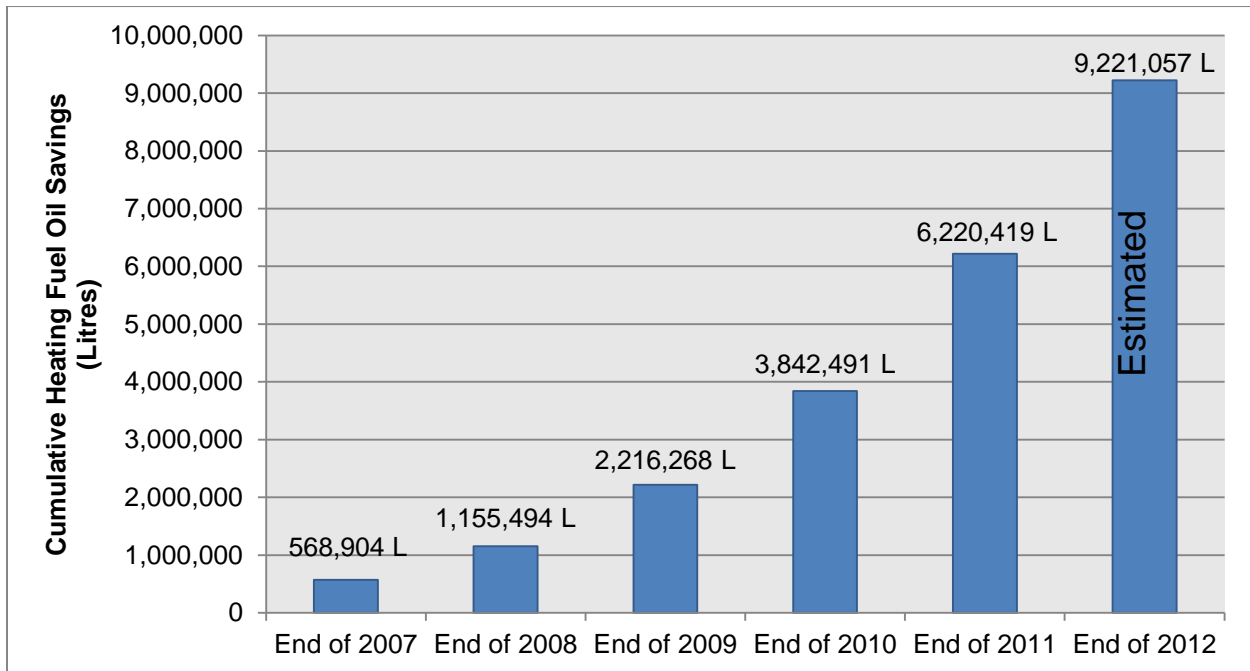
The GNWT's building infrastructure continues to age at a rate that exceeds our ability to replace or rehabilitate through the annual Infrastructure Acquisition Plan. Continued investment in addressing issues associated with ageing infrastructure is required to mitigate the potential for impact of deferred maintenance on the delivery of GNWT programs and services.

**Capital Asset Retrofit Fund (CARF)**

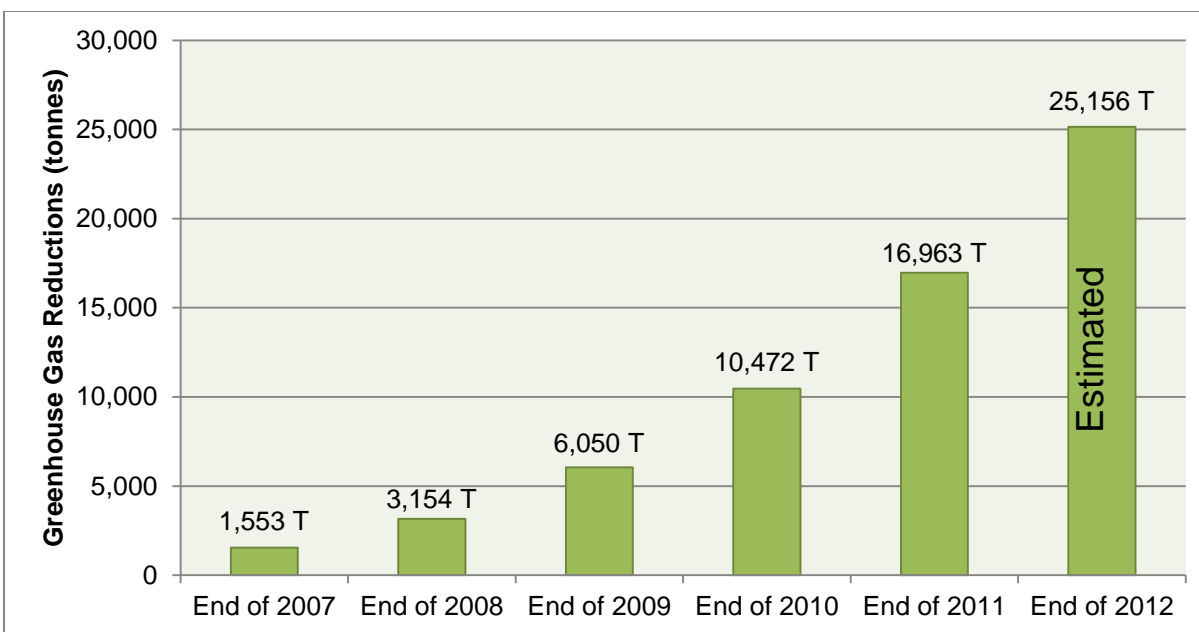
The Capital Asset Retrofit Fund, or the CARF program, is one of the PWS managed energy conservation programs. It focuses on reducing building operating costs and greenhouse gas emissions by assessing government facilities to identify those best suited for energy saving retrofits and upgrades, and prioritize program funding to undertake the required energy conservation projects.

The total annual utility costs savings achieved in 2010-11 from these investments were \$654,000, and those funds were re-profiled to capital for 2012-13 as the first step in making CARF a self-funded program. The energy projects undertaken in 2011-12 such as retrofits, and biomass and electric heat projects saved approximately \$1.2 million in operating costs. Through these energy projects, real savings of over \$1.8 million have been achieved in the last two fiscal years. The projects have saved a cumulative total of 6,220,419 litres of fuel oil and reduced 16,963 tonnes of greenhouse gas emissions since 2007.

The following charts illustrate the cumulative and projected reductions of heating fuel oil and greenhouse gas emissions from all 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**



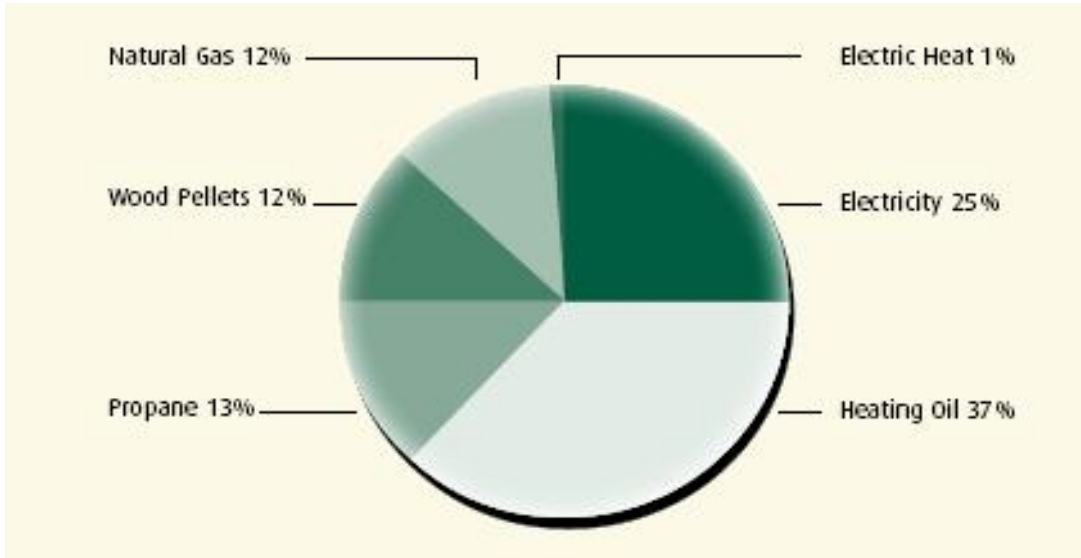
**Reduction in Greenhouse Gas Emissions – Cumulative Total (Tonnes) - Biomass Heating, Electric Heat Conversion, Energy Retrofits and Miscellaneous Waste Heat Recovery Projects**

Activities planned for 2013-14 and beyond include:

- Undertake the 2013-14 energy retrofit projects planned under CARF and the Energy Priorities Investment (EPI) Plan programs.
- Complete infrared thermal scanning and detailed energy audits on buildings best suited for energy-saving retrofits and incorporate the results into future CARF workplans.
- Monitor the performance of all CARF and EPI projects completed in 12/13 which will include the electric boiler installation at the Northern Lights Special Care Facility in Fort Smith and the wood pellet boiler installation at Deh Gah School in Fort Providence.
- Benchmarking 2012/13 utility consumption data from GNWT-owned office buildings, schools and health centres throughout the NWT and pre-screen to select inefficient buildings for future energy audits and upgrades.
- Continue to analyze the feasibility of installing wood pellet boiler systems in GNWT-owned facilities throughout the NWT as an effective and efficient means to reduce operating costs and greenhouse gas emissions.
- Prepare the annual PWS energy conservation report for the 2012-13 year outlining actual operational savings, heating fuel oil displaced and greenhouse gas emission reductions.

## Department

In 2011-12, GNWT assets managed by PWS consumed the equivalent of 157,172 Megawatt Hours (MWH) for heating and power. The following chart illustrates the percentage breakdown by utility type consumed in 2011-12:



To help the GNWT reach the goals set in the 2007 Energy Plan and 2011 NWT Greenhouse Gas Strategy in 2013-14, PWS activities will continue to focus on reducing energy consumption and promote the use of biomass heating and other alternative energy sources over heating fuel oil as means to reduce operational costs and greenhouse gas emissions.

### ***Plan, Design and Build Energy-Efficient Buildings***

The design and construction of the new Health Centre in Hay River, and the new Health Centre and Long Term Care Facility in Norman Wells will be to the “Good Building Practice (GBP) for Northern Facilities” standard and above National Energy Code for Buildings (NECB) 2011 levels.

Buildings designed and constructed to “Good Building Practice for Northern Facilities” will result in energy consumption at least 25% better than that of buildings built to the 1997 Model National Energy Code (MNECB) and at least 10% better than the 2011 National Energy Code.

PWS will continue to participate in the National Energy Code development process with one representative on the 2015 National Energy Code Committee and associated task groups, and continue to update the “Good Building Practice for Northern Facilities” to keep it current with regard to technology and energy-efficiency.

### ***Transfer of Health and Social Services Leases***

Health and Social Service (HSS) and Public Works and Services (PWS) have agreed that the lease administration expertise resides in PWS and the GNWT is benefiting through the economies of scale in real estate and property management expertise. Transferring the budgets

will give PWS the authority and responsibility it needs to be as efficient and economical as possible in the management of its lease portfolio. There are 26 leases being transferred to PWS from HSS. Currently, PWS has 56 general office space leases across the NWT so the additional 26 leases represent a 46% increase in the volume of leases administered by the department.

PWS doesn't have the capacity to manage the additional workload associated with this transfer and has been approved for a Property Administrator position located in Hay River to administer the transferred leases. Lease funding and responsibility has been transferred to PWS effective April 1, 2013.

### ***New GNWT Office Building***

The department is moving forward with the construction of the new GNWT Office Building located adjacent to the Stuart M. Hodgson building. The building will be designed to exceed NECB requirements and will meet the requirements of the Good Building Practices for Northern Facilities. This will be accomplished by incorporating a biomass heating system, high efficiency plumbing fixtures, heat recovery ventilation systems, direct digital controls (DDC) and energy efficient lighting systems in the facility design and construction.

The biomass system will also connect to the Stuart Hodgson Building and Laing Building and it is estimated to displace approximately 274,500 litres of heating oil and reduce greenhouse gas emissions by 785 tonnes annually.

### ***Sir Alexander Mackenzie School Demolition***

The Samuel Hearne Secondary and Sir Alexander Mackenzie schools in Inuvik have been replaced by the new school and both buildings have been declared surplus to the needs of the GNWT by ECE. Both buildings are scheduled for demolition with completion of the new school. PWS is undertaking the demolition of Samuel Hearne Secondary School in 2012-13 while demolition of Sir Alexander Mackenzie School will be completed in 2013-14.

### ***Norman Wells and Inuvik Natural Gas***

With the supply of natural gas in Norman Wells scheduled to cease to commercial customers in June 2013, followed by the supply to residential customers in June 2014, PWS has completed converting the majority of GNWT public infrastructure to heating oil and there is a plan in place to complete the conversion of the one remaining building by the summer of 2013.

PWS will continue to provide technical advice to the Town of Norman Wells on matters related to the regulation of natural gas or the conversion of public infrastructure to alternative energy sources.

PWS will continue to explore opportunities in Norman Wells to develop alternate energy solutions such as biomass for GNWT public infrastructure.

With one of the two gas wells supplying the Town of Inuvik shut down due to water intrusion with no redundancy, the estimated natural gas reserves at the Ikhil field are less than one year. Inuvik Gas Ltd. has taken measures to supply the Town of Inuvik with Synthetic Natural Gas as an interim measure.

*Department*

PWS will continue to lead the interdepartmental working group with the Town of Inuvik and Inuvik Gas Ltd. to develop a new long term energy supply for the community.

PWS will continue to explore opportunities in Inuvik to develop alternate energy solutions such as biomass for GNWT public infrastructure.



## KEY ACTIVITY 3 – TECHNOLOGY SERVICE CENTRE

### Description

The Technology Service Centre division (TSC) provides Information Technology (IT) services and support to GNWT departments and the Deh Cho and Sahtu Health Authorities. It is responsible for the government network, the electronic lifeline interconnecting government offices, schools and health care facilities in all 33 communities that makes electronic communication, on-line access to vital government systems and the Internet possible. In addition, it maintains the government's e-mail system, servers and data storage infrastructure used in the delivery of critical government programs as well as providing desktop/laptop support and website hosting.

The TSC manages the government's primary GNWT Data Centre in Yellowknife which provides a reliable and secure environment for maintaining the IT infrastructure used in delivering the GNWT's corporate information systems like PeopleSoft HR and SAM. The Data Centre maintained in the Stuart M. Hodgson Building provides secondary/backup site functions and there are two smaller data centres maintained in Fort Smith and Inuvik.

All employee calls for assistance are handled through the Service or Help Desk function. The Help Desk is an information and assistance resource that troubleshoots employee problems with computers, software, corporate systems and network connectivity. The information gained through these interactions in resolving technical problems, identifying user preferences and gauging employee satisfaction are valuable and essential to helping the TSC enhance the services and support through ongoing quality and process improvement.

### Performance Measures

#### *Measure 1 - Computing and Data Communications*

Target: 80% satisfaction



The TSC carried out client satisfaction surveys in February and March. The overall client satisfaction rating for 2011-12 was 85% which remains consistent with the 2010-11 rating of

## *Department*

85%. In total, 872 clients responded to the survey which is 19% of all 4,400 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 2011-12, 81% of calls were answered within 30 seconds which is slightly less than the 84% achieved in 2010-11. In total 21,453 calls were handled by the TSC Help Desk. Since 2010-11, Help Desk calls are tracked and reported for all three support functions in the TSC (Helpdesk Technicians, Workplace Support Technicians and Infrastructure Services). Prior to 2010-11, only the calls received by the Helpdesk Technicians were reported.

#### **Number of Service Desk Calls resolved without sending a TSC technician**

Target: 65% of total

- In 2011-12, 73% of calls were resolved without sending a TSC technician which is a significant increase over the 65% achieved in 2010-11 and marks the third consecutive year of improvement in this area. In total 21,453 calls were handled by the TSC Help Desk.

#### **Number of Service Desk Calls followed up for quality control**

Target: 1000 calls followed up

- In 2011-12, 1,090 calls were followed up for quality control, up slightly from the 1,018 calls followed up in 2010-11.

#### **Prime time availability of file and printer servers**

Target: 99.9% during prime time

- In 2011-12, file and printer servers were available in excess of 99.9 % during prime time.

### *Measure 3 – Computing and Data Communications*

#### **Number of Major Security Incidents associated with TSC managed infrastructure**

Target: zero security incidents/year

- In 2011-12 there were no major security incidents.

## *Other Initiatives*

### ***Provide IS and IT Support to Stanton Territorial Health Authority***

The TSC is working with Health and Social Services and the Stanton Territorial Health Authority in planning to undertake responsibility for desktop and local area networking support of the Stanton Territorial Health Authority in 2013-14.

### ***Greening Initiatives***

As part of its IT evergreening process, which includes the infrastructure maintained in GNWT Data Centres and computers in use throughout GNWT departments, the TSC - wherever possible - acquires computing technologies that minimize the use of hazardous materials, maximize

energy efficiency, and promote the recycling and biodegrading of defunct products.

As computers become surplus to GNWT needs as part of routine evergreening procedures, they are first offered to non-governmental organizations before unused surplus is transported to Yellowknife and then to southern Canada to specialized recycling facilities. PWS has installed sea cans at regional warehouses to ensure that surplus computer and IT equipment is captured and stored for future recycling.

#### ***Continual Service Improvement***

- The TSC is continuing to plan its strategy to migrate from Internet Protocol version 4 (IPv4) to Internet Protocol version 6 (IPv6).
- In conjunction with the Office of the Chief Operating Officer, the TSC is reviewing the government's telecommunications requirements in part to identify emerging technology opportunities.
- New technology development in data storage will be leveraged by the TSC to provide more cost-effective solutions for departments with large volumes of archived data e.g. GIS

#### ***GNWT Security Strategy Implementation***

The TSC was previously approved for two positions to support implementation of the GNWT's Security Strategy. After further analysis of these positions the TSC and Office of the Chief Information Officer (OCIO) feel these positions are better positioned under the OCIO in the Department of Finance. These positions require broader security knowledge in all areas with a scope of responsibility exceeding the IT environment managed by the TSC. PWS will work with the OCIO to facilitate the transfer in 2013-14.

#### ***Enterprise Network Strategy (ENS)***

The GNWT's five year Enterprise Network Strategy concluded in 2012-13. The strategy has led to many network improvements which included 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. Work has commenced to start developing a new network strategy for implementation in 2013-14.

## **KEY ACTIVITY 4 - PETROLEUM PRODUCTS DIVISION**

The Petroleum Products Division (PPD) manages the purchase, transport, and storage of petroleum products in NWT communities that are not served by the private sector. The products are sold to residents of the 16 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 20 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 as well as 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.

### **Performance Measures**

#### ***Measure 1- Number of incidents of fuel rationing***

Target: Zero Incidents

- There were no incidents in 2011-12.

#### ***Measure 2- Number of incidents of fuel run-out***

Target: Zero Incidents

- There were no incidents in 2011-12. 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 2011-12 which is the same percentage experienced 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 2011/12 there was one fuel spill occurrence resulting in 21,053 litres of gasoline being lost. The amount spilled represents 0.08% of the 2011-12 annual sales volume so the

measure of less than 0.01% of annual sales volume was not met. PPD sold 25,695,051 litres of fuel in 2011-12.

### **Other Initiatives**

#### ***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 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 2013/14.

#### ***Fuel Delivery and Maintenance Services - Northwest Territories Power Corporation***

PPD has a ten-year agreement (2005-2015) to provide fuel supply and maintenance services for twenty NTPC fuel storage facilities. PPD uses the bulk fuel storage capacity of the GNWT and NTPC facilities to combine and manage inventory to the advantage of both organizations and their customers. This consolidation of volume has had a positive impact on the operating levies charged to PPD customers. A 50% overall increase in NTPC consumption starting in 2012 is expected to continue for the near future placing additional demands on PPD operational resources.

#### ***Community Fuel Delivery Contractor Support and Training***

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 new program was first delivered to PPD fuel service contractors in all communities during 2011 and 2012 and is improving the fuel delivery services provided communities. Training will continue to be provided through 2013/14 and 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 is being 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 during 2011 and 2012. Training will continue to be provided through 2013/14 and as required in future.

#### ***Environmental Assessment and Remediation Projects***

In 2013- 14, PWS is proposing to undertake the following environmental site assessments and/or environmental remediation projects on its fuel storage facilities.

- Fort Good Hope – site remediation at the marine resupply pipeline. (pending approval by

the GNWT Environmental Remediation Committee .

- Whati – site remediation at the tank farm site. (pending approval by the GNWT Environmental Remediation Committee).
  - Tulita – remove the manifold and associated piping from the refuelling right-of-way for the barge as part of the tank farm capacity increase project. Will require a Phase III ESA/remediation before reserve area can be returned back to community.
  - Trout Lake - complete remediation at the tank farm site. This work will be ongoing from 2012/13 as required.
  - Deline - monitor then decommission the PWS holding cell containing contaminated soil and remediate the site.
-

## 2. RESPONDING TO PRIORITIES

### BUILD A STRONG AND SUSTAINABLE FUTURE FOR OUR TERRITORY

#### Description

Negotiating and implementing a devolution final agreement.

#### Major Program and Service Initiatives Planned for 2013-14

- PWS is the lead of the Property, Assets, Records, Contracts and Information Technology Committee for Devolution.
- The next phase of implementation for the government's new Digital Integrated Information Management System (DIIMS) will include departments actively engaged in the Devolution process. The implementation of DIIMS will help position and prepare those departments to accept and manage the significant volume of electronic records anticipated for transfer through Devolution.

#### Description

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

#### Major Program and Service Initiatives Planned for 2013-14

- PWS is a member of the GNWT's Environmental Remediation Committee which monitors the contaminated sites where the GNWT has ownership or responsibility for the assessment and restoration, and ensuring present and future risks are mitigated and there is consistent and coordinated effort in addressing the government's liabilities for contaminated sites.
- PWS will continue to undertake environmental site assessments of its bulk fuel storage facilities and other assets under its jurisdiction and will manage the required remediation projects where the GNWT has confirmed responsibility.
- PWS is a member of the GNWT's Green Advisory Team that provides advice on environmental stewardship and energy efficiency initiatives with respect to government operations
- PWS routinely recycles IT equipment like computers to NGOs and specialized recycling facilities in southern Canada. In support of these efforts, the department installed sea cans at its regional warehouse facilities to better manage surplus IT equipment in preparation for transportation to southern recycling facilities.
- In support of water quality and protection initiatives, PWS will lead or participate in the following activities.

## *Department*

- 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.
  - Working with MACA, will provide technical support to the ten communities (Ft Providence, Ft. Resolution, WhaTi, Gameti, Wekweti, Tulita, Colville Lake, Paulatuk, Sachs Harbour and Fort McPherson) to operate and maintain the remote monitoring systems.
  - Will complete water supply infrastructure reviews for Nahanni Butte, Ft. Resolution, Sachs Harbour, and Tsiigehtchic water supply systems.
  - Provide on-site training, as part of the MACA circuit rider training program, to water treatment plant operators.
  - Provide technical support for the construction of water treatment plants in Fort Good Hope and Wrigley and continue to provide technical assistance to community governments in water and sewer related projects
  - Work with MACA and other departments to ensure quality water management systems and processes are in place in communities
- In support of reducing the impact of Climate Change on northern Infrastructure, PWS will lead or participate in the following activities.
    - 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 relating to infrastructure design, planning and management.
    - Member of the Public Infrastructure Engineering Vulnerability Committee (PIEVC). Started in 2005, this committee looks 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.
    - Supporting of research into climate change trending and temperature predictions in the Western Arctic.
    - Updating of “Good Building Practice for Northern Facilities” as required ensuring the infrastructure is designed and maintained to withstand climate change in future.
    - Undertake projects on existing buildings to protect them from climate change effects and focus on reducing the GNWT’s reliance on fossil fuels through the use of alternative energy sources.



## **INCREASE EMPLOYMENT OPPORTUNITIES WHERE THEY ARE NEEDED THE MOST**

### **Description**

Reduce dependency on government by encouraging people who are able to enter or remain in the workforce.

### **Major Program and Service Initiatives Planned for 2013-14**

- The Department uses a combination of local and regionally contracted services to assist in completing its ongoing preventative and deferred maintenance programs. In addition, the Department has twelve indeterminate Settlement Maintainer positions along with eleven apprentice positions in communities across the NWT. These front-line positions enable the Department to better manage maintenance activities and availability of resources at the community level, while promoting and strengthening our local northern workforce.
- The Petroleum Products Division operates in 16 communities using local fuel delivery contractors to deliver these services. Training is offered to contractors as part of this activity.
- Decentralized activities in Public Works and Services
  - Of the 276 total positions approved for PWS in 2012-13, 158 positions or 57 percent of the Department's positions are located outside of Headquarters.
  - Of 154 positions in 2012-13 identified under the Asset Management Activity, 113 or 73 percent are located outside of Headquarters.
  - A new Property Administer position has been approved for Hay River to support the leases transferred to PWS from H&SS.

## **STRENGTHEN AND DIVERSIFY OUR ECONOMY**

### **Description**

Make strategic infrastructure investments such as the Inuvik-Tuktoyaktuk highway

### **Major Program and Service Initiatives Planned for 2013-14**

- Access to granular sources is key to economic development like the Inuvik-Tuktoyaktuk highway; PWS works with the NWT Housing Corporation and the departments of Transportation and Municipal and Community Affairs to help coordinate the acquisition and transportation of granular materials as a member of the Interdepartmental Granular and Environmental Remediation Committee (IGERC).

### **Description**

Make strategic infrastructure investments such as the Mackenzie Gas Pipeline project.

### **Major Program and Service Initiatives Planned for 2013-14**

- Through its participation on IGERC, PWS helped identify 74 granular borrow sites required for the construction of the MGP project. PWS continues to monitor these sites as part of its committee responsibilities.

### **Description**

Make strategic infrastructure investments such as the Mackenzie Fiberoptic Link.

### **Major Program and Service Initiatives Planned for 2013-14**

- The department's Technology Service Centre continues to work closely with the Office of the Chief Information Officer to advance this 17<sup>th</sup> Assembly priority.

## **ENSURE A FAIR AND SUSTAINABLE HEALTH CARE SYSTEM**

### **Description**

Using existing infrastructure.

### **Major Program and Service Initiatives Planned for 2013-14**

- PWS has begun work to plan the retrofit of the Stanton Territorial Hospital. In 2013-14 it is expected that the schematic planning study and class 'C' cost estimate will be completed and ready for review by Health and Social Services, and then presented to the Peer Review Committee.
- PWS completed an upgrade to its Digital Communications Network that included boosting the network's capacity to prioritize health related traffic, and run more sophisticated network based applications aimed at improving health care service across the territory.

### **Description**

Help address our health facilities deficit.

### **Major Program and Service Initiatives Planned for 2013-14**

- The department continues to work with Health and Social Services to advance their priority projects including:
  - Hay River Health Centre,
  - Norman Wells Health Care Centre and Long Term Care Facility
  - Behchoko Long-Term Care Facility, and
  - Fort Providence Health Centre
  - Advising DHSS on network capacity and growth options to assist with meeting long term Electronic Medical Records goals

### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2013-14 Main Estimates	2012-13 Revised Estimates	2012-13 Main Estimates	2011-12 Actuals
<b>OPERATIONS EXPENSE</b>				
Directorate	8,011	7,958	7,958	7,507
Asset Management	93,220	82,229	82,229	82,923
Technology Service Centre	1,282	1,361	1,361	1,183
Petroleum Products	1,894	2,134	2,134	1,413
<b>TOTAL OPERATIONS EXPENSE</b>	<b>104,407</b>	<b>93,682</b>	<b>93,682</b>	<b>93,026</b>
<b>REVENUES</b>	<b>1,804</b>	<b>1,804</b>	<b>1,804</b>	<b>1,916</b>

#### HUMAN RESOURCE SUMMARY

	Proposed 2013-14	2012-13	2011-12	2010-11
<b>Total Number of Positions</b>	275	276	273	272

## Appendix I – Financial Information

### Operations Expense Summary

	PROPOSED ADJUSTMENTS (000's)						2013-14 Business Plans
	2012-13 Main Estimates	FG Collective Bargaining/ Northern Allowance	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
<b>Directorate</b>							
Department Management	555						555
Finance	1,078						1,078
Policy and Planning	493						493
Information Services	2,043		153		(6)		2,190
Regional Program Delivery	3,789				(94)		3,695
Amortization	0						0
<b>Total Directorate</b>	<b>7,958</b>	<b>0</b>	<b>153</b>	<b>0</b>	<b>(100)</b>	<b>0</b>	<b>8,011</b>
<b>Asset Management</b>							
Division Management	1,015						1,015
Infrastructure Management	569						569
Contract and Procurement Services	632						632
Facility Planning	615						615
Technical Support	1,544						1,544
Inspection Services	1,355						1,355
Property Management	1,510						1,510
Leases	19,539		895		3,937		24,371
Buildings and Works	20,401		1,658		3,853		25,912
Vehicles and Equipment	392						392
Utilities	27,010		1,576		(563)		28,023
Regional Projects	2,820				(124)		2,696
Facility Risk Management & Safety	3,250						3,250
Amortization	1,577						1,336
<b>Total Asset Management</b>	<b>82,229</b>	<b>0</b>	<b>4,129</b>	<b>0</b>	<b>7,103</b>	<b>0</b>	<b>93,220</b>
<b>Technology Service Centre</b>							
Amortization	1,361						1,282
<b>Total Technology Service Centre</b>	<b>1,361</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,282</b>
<b>Petroleum Products</b>							
Amortization	2,134						1,894
<b>Total Petroleum Products</b>	<b>2,134</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,894</b>
<b>TOTAL DEPARTMENT</b>	<b>93,682</b>	<b>0</b>	<b>4,282</b>	<b>0</b>	<b>7,003</b>	<b>0</b>	<b>104,407</b>

**Explanation of Proposed Adjustments to Operations Expense**

Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining/ Northern Allowance	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Directorate</b>						
Information Services	Electronic Records and Data Management Software Maintenance Support	0	153	0	(6)	0
		0	153	0	(6)	0
Regional Program Delivery	Implementation of Financial Shared Services				(94)	
		0	0	0	(94)	0
<b>Total Directorate</b>		<b>0</b>	<b>153</b>	<b>0</b>	<b>(100)</b>	<b>0</b>
<b>Asset Management</b>						
Leases	Transfer of leases from HSS to PWS	0	450	0	3,937	0
	Office Accommodation Lease Costs	0	445	0	0	0
		0	895	0	3,937	0
Buildings & Works	Asset Inventory Adjustments	0	1,658	0	(1,067)	0
	Sir Alexander Mackenzie School Demolition	0	0	0	4,920	
		0	1,658	0	3,853	0
Utilities	Asset Inventory Adjustments	0	1,576	0	(563)	0
		0	1,576	0	0	0
Regional Projects	Sunset of Project Officer position	0	0	0	(124)	0
		0	0	0	(124)	0
<b>Total Asset Management</b>		<b>0</b>	<b>4,129</b>	<b>0</b>	<b>7,103</b>	<b>0</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>0</b>	<b>4,282</b>	<b>0</b>	<b>7,003</b>	<b>0</b>

**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

	(thousands of dollars)	
<b>Revenue Item</b>	<b>2012-13 Main Estimates</b>	<b>2013-14 Business Plans</b>
No changes to Revenue are planned.	1,804	1,804

**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2012-14 Business Plan**

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Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Re-allocation	2013-14 Business Plan
The Department has no Grants or Contributions to report.							
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## Appendix II – Human Resources Reconciliation

### Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan

	Number of Positions	Location	Total
<b>2012-2013 Main Estimates</b>	276	All	276
<b>Reductions:</b>			
Senior Finance Clerk	(1)	Inuvik	(1)
Security Manager (TSC)	(1)	HQ	(1)
Security Analyst (TSC)	(1)	HQ	(1)
Senior Project Officer	(1)	Inuvik	(1)
<b>Forced Growth:</b>			
Property Administrator	1	Hay River	1
<b>Internal Reallocation:</b>			
N/A	-	-	-
<b>New Positions:</b>			
Records Analyst (Devolution)*	1	HQ	1
Records Analyst (Devolution)*	1	HQ	1
<b>Total Proposed Positions 2013-14 Business Plan</b>			275
<b>Increase (Decrease)</b>			(1)

\*Funding for devolution positions is reported in Department of Executive's Business Plan

## Appendix III – Infrastructure Investments

### ***Tank Farm - Capacity Increase/Code Upgrade - Tulita***

The Tulita Bulk Fuel Storage facility is past its serviceable life. The forecasted storage capacity for gasoline and diesel fuel will be insufficient to meet demand by 2017 so tank capacity and code upgrades are required to meet the future needs of the community. The design and construction of this project commenced in 2012-13 with completion scheduled for the summer of 2015. Community fuel dispensing capabilities will remain open for the duration of this project.

### ***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 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 commenced in 2012-13 while the base building construction is scheduled to be completed in 2014-15 with occupancy anticipated for 2015-16.

### ***Deferred Maintenance Program***

The Department of Public Works and Services' Risk Management and Safety Program established there was over \$470 million in deferred maintenance associated with aging GNWT infrastructure that posed potential safety risks to employees and the public.

In coordination with the capital planning process and other program funding, the Deferred Maintenance program has addressed \$145 million in deferred maintenance issues

For 2013-14, the Deferred Maintenance Program will continue to address deferred maintenance issues primarily consisting of structural deficiencies, building code issues related primarily to 'life and safety', end of life of existing building components, roof and exterior envelope failures and issues related to building and fire codes.

The GNWT's building infrastructure continues to age at a rate that exceeds our ability to replace or rehabilitate through the annual Infrastructure Acquisition Plan. Continued investment in addressing issues associated with ageing infrastructure is required to mitigate the potential impact of deferred maintenance on the delivery of GNWT programs and services.

### ***Capital Asset Retrofit Fund (CARF)***

In support of the GNWT's Energy Plan and Greenhouse Gas Strategy, PWS continues to undertake numerous energy management initiatives and projects on government-owned buildings and facilities through its Capital Asset Retrofit Fund (CARF) program.

PWS 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. Realized utility savings of \$654,000 from 2010-11 were permanently re-profiled to capital for the CARF program starting in 2012-13. The savings were generated from

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 CARF program self-sustaining.

***PPD Operators Shelter – Jean Marie River***

An operator's shelter is essential to protect the local Fuel Dispensing & Delivery Contractor personnel from the elements while providing services at the tank farm. It is also required for the secure storage of PPD hardware used to collect and process payments and operational records.

***PPD Operators Shelter – Wrigley***

An operator's shelter is essential to protect the local Fuel Dispensing & Delivery Contractor personnel from the elements while providing services at the tank farm. It is also required for the secure storage of PPD hardware used to collect and process payments and operational records.

***PWS Workshop and Storage Facilities – Aklavik***

The PWS workshop and warehouse facilities have reached the end of their useful life and need to be replaced. These facilities are crucial to PWS in the delivery of maintenance services to the government assets in the community by providing a workshop, storage facility and office for the Settlement Maintainer.

PWS is in discussions with the NWT Housing Corporation for a joint-venture agreement for construction of a facility which would complement both departments.

***PWS Maintenance Shop and Storage Facilities – Ft Resolution***

The PWS workshop in Fort Resolution was built in 1962 and has reached the end of its serviceable life and needs to be replaced. These facilities are crucial to PWS in the delivery of maintenance services to the government assets in the community by providing a workshop, storage facility and office for the Settlement Maintainer.

PWS is in discussions with the NWT Housing Corporation for a joint-venture agreement for construction of a facility which would complement both departments.

***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 will impact the TSC's IT infrastructure requirements include:

- Electronic Records & Document Management System (DIIMS) - Finance
- Motor Vehicle Information System (MVIS) - Transportation
- Wildlife Management System (WMIS) - Environment and Natural Resources

***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.

*MUNICIPAL AND  
COMMUNITY AFFAIRS*

*Paul*  
August 17, 2012

## **DEPARTMENT DETAILS**

### **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.

### **OPERATING ENVIRONMENT**

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; the community-level infrastructure, socioeconomic, and service delivery consequences of resource development, 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.
- 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.
- 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.

## KEY ACTIVITY 1: DIRECTORATE

### Description

**The Directorate** is responsible for the overall management of the department, managing human and financial resources and providing overall direction and planning. The Directorate also coordinates the development and the implementation of the Department's strategies with the senior management team and links the Department's activity to the goals of the Minister and Government. Regional Management oversees operations in the regional offices.

**Corporate Affairs** coordinates planning and reporting activities for the Department, provides expert financial, policy and information systems advice and manages many administrative services.

Through Corporate Affairs, **Policy and Planning** provides strategic planning, legislative, research and policy support to the Minister and Deputy Minister and supports many Departmental information and communications activities.

**Financial Services** provides Corporate Affairs financial and administrative support to the Department and coordinates services such as the development and monitoring of departmental business plans and annual budgets. Information Systems supports the Department by providing expert advice on department-specific applications and information systems.

### Performance Measures

MACA uses the performance measures listed below to gauge progress towards the following strategic goals as included in "A Clear Path Forward: Municipal and Community Affairs' Strategic Plan":

- **A Dynamic Policy Framework** – MACA supports legislation, policies and procedures responsive to the changing needs of community governments and stakeholders.
- **Effective Communication** – MACA develops and implements a comprehensive framework that guides communication within MACA and how we communicate with other government departments and stakeholders.

An accountability framework for community governments was developed in 2011-2012. The framework has been endorsed by the Northwest Territories Association of Communities (NWTAC) and the Local Government Administrators of the Northwest Territories (LGANT).

MACA completed a substantive review of the the Operations and Maintenance Funding Policy, the Water and Sewer Funding Policy, the Community Public Infrastructure Policy and the Extraordinary Funding Policy in 2012.

The department has approved its human resources plan, *People on a Clear Path*, and associated action plan for 2012 – 2016.

The client satisfaction survey was completed in fall 2011.



**Other Initiatives**

Corporate Affairs

*Legislative Agenda*

Corporate Affairs will continue to work with divisions and partner organizations to support the implementation of MACA's legislative agenda, including research and the potential for new legislation or amendments to existing legislation associated with the following areas:

- Recreational Leasing Policy Framework,
- *Civil Emergency Measures Act*,
- *Fire Prevention Act*,
- *Curfew Act*,
- *Pawnbrokers and Second Hand Dealers Act*,
- *Senior Citizens and Disabled Persons Property Tax Relief Act*, and
- *Access to Information and Protection of Privacy* for municipalities.

*Accountability Framework*

Initial parts of the Accountability Framework have been implemented into 2012-2013 funding agreements with community governments, and full implementation will follow in 2013.

*MACA Strategic Plan and Human Resources Plan*

MACA is in the second year of its strategic plan. Implementation continues on actions related to the department's ten stated goals. The department reports annually on progress related to strategic goals.

MACA has completed its human resources plan and associated action plan in cooperation with the Department of Human Resources. The final plan will become an addendum to the department's strategic plan, and reporting on outcomes will be in 2013.

*MACA Website*

The department anticipates launching the new MACA website in fall 2012. An updated communications strategy is anticipated in early 2013. The new website will expand accessibility and streamline application process for many of MACA's programs and services.

The department has been exploring options to increase online communication by participants in the Youth Ambassadors Program, including social media.

*Client Satisfaction Survey*

The next client satisfaction survey is slated for fall 2013. MACA will work to ensure this bi-annual report is completed on schedule and that results from the survey support ongoing planning, and delivery of quality public service.

*Partnerships*

MACA continues to engage its partners, including NWTAC, LGANT, individual community governments, and sport and recreation organizations in implementing the department's strategic and legislative priorities.

## KEY ACTIVITY 2: PUBLIC SAFETY

### Description

The **Public Safety Division** coordinates key regulatory programs and services within the Department that support the safety and protection of residents of the Northwest Territories.

**Program Management** coordinates the work of the division.

The **Office of the Fire Marshal** administers the *Fire Prevention Act*, reviews plans for new construction and major renovation projects, conducts fire safety inspections and takes enforcement action when fire safety regulations are contravened.

**Emergency Management** is responsible for territorial and community emergency management and planning.

**Consumer Affairs** administers consumer, lottery business, and real estate agent licensing, and responds to consumer complaints.

### Performance Measures

MACA uses the performance measures listed below to gauge progress towards the following strategic goals as included in “A Clear Path Forward: Municipal and Community Affairs’ Strategic Plan”:

- **Increased Public Safety** – Support quality public programs and services to educate and improve the safety of NWT residents.

### Emergency Management

Twelve communities have updated, current emergency plans, five of which have been validated in the past two years. Eighteen communities have emergency plans that require updating, and three communities are without emergency plans.

Emergency plans are considered up-to-date when they have been validated through an exercise in the past two years.

### Office of the Fire Marshal

A total of 259 fire inspections were completed by the Office of the Fire Marshal in 2011-2012.

80 fires were reported in 2011-2012, which is lower than the five-year NWT average of 186 (2006-2010). MACA is currently exploring options to include the City of Yellowknife’s fire reports with the GNWT territorial data on a merged system, which is expected to improve the accuracy of reporting. A significant jump in the number of fire reports reported on in future years is expected as a part of this exercise.

MACA conducted 167 construction plan reviews in 2011-2012, which is significantly greater than the five-year NWT average of 146.

#### Consumer Affairs

A total of 224 business licences were issued by the Department in 2011-2012. This is a slight decrease from 259 in 2010-2011.

#### Other Initiatives

##### Emergency Management

MACA will update the *Civil Emergency Measures Act* which will occur alongside a revision to the NWT Emergency Plan. The Department plans to consult stakeholders in summer 2013 with a legislative proposal anticipated in late 2013-2014. Review of the *Civil Emergency Measures Act* will guide future work on the Disaster Assistance Policy.

The Department will complete work on the feasibility of implementing a territorial public alerting system using a national system developed in collaboration with provinces and territories.

MACA is working with stakeholders to complete a thorough review of the Ground Ambulance and Highway Rescue Services Funding Policy to ensure the GNWT's policy objectives are clear, value is maximized, and progress is measurable. The Department anticipates launching the program in fall 2012.

In 2013-2014, the Department will develop a companion program to the community emergency management planning workshop to help communities validate their emergency plans through table top exercises. At present, MACA is delivering a two-day workshop designed to familiarize community officials with roles and responsibilities pertaining to emergency management and develop a community emergency plan. MACA anticipates delivering ten workshops in 2012-2013.

##### Office of the Fire Marshal

Working with community governments, MACA has completed assessments to identify infrastructure, equipment, and training needs specific to fire departments in each community. MACA will work with local Fire Chiefs and the Local Government Administrators of the NWT to develop programming aimed at offering financial assistance to address the identified deficiencies and gaps.

Preliminary work on reviewing and updating the *Fire Prevention Act* has started; however, due to competing priorities, completion of the update is delayed to 2013-2014.

## KEY ACTIVITY 3: COMMUNITY OPERATIONS

### Description

Through the **Community Operations** division, MACA coordinates many of the functions that support community governments.

**Program Management** coordinates the work of the division.

The **Community Financial Services** section coordinates financial advisory services to community governments to help promote their financial viability, good financial management and proper financial reporting practices.

The **Community Governance** section coordinates the Department's involvement in the implementation of Aboriginal land claims and self-government processes, provides advice on community governance issues at the request of community governments, and processes bylaws requiring Ministerial or Executive Council approval. The Chief Municipal Electoral Officer function provides advice and support related to community government elections.

The **Financial Policy and Infrastructure Leveraging** section analyzes fiscal policy related to supporting community governments and pursues options for accessing alternate sources of revenue for community governments. This section is also responsible for the coordination and implementation of various federal infrastructure funding programs.

The **Capital Planning and Infrastructure** section coordinates capital planning and infrastructure acquisition and provides technical advice and support regarding capital programs and infrastructure. This section is also responsible for the completion of the remaining items in MACA's Capital Plan. Responsibility for MACA participation in the implementation of the *Managing Drinking Water Quality in the Northwest Territories: A preventative Framework and Strategy* initiative falls within this section. The initiative is a joint responsibility shared with Health and Social Services, Environment and Natural Resources, and Public Works and Services and is focused on managing drinking water quality. MACA's role in this partnership is in assisting communities to comply with their infrastructure planning and operating needs as well as training local water treatment plant operators.

### Performance Measures

MACA uses the performance measures listed below to gauge progress towards the following strategic goals as included in "A Clear Path Forward: Municipal and Community Affairs' Strategic Plan":

- **Strong Community Governance** – NWT communities have effective local governance structures.
- **Sound Financial Management** – MACA delivers financial policies, programs and partnerships that provide community governments with sufficient funding to deliver quality programs and services.

- **Effective Infrastructure Management** – Support community government capacity to effectively respond to increased responsibility for infrastructure development and maintenance.
- **Confident and Capable Community Governments** – Community governments are confident and capable as a result of having knowledgeable and skilled staff.

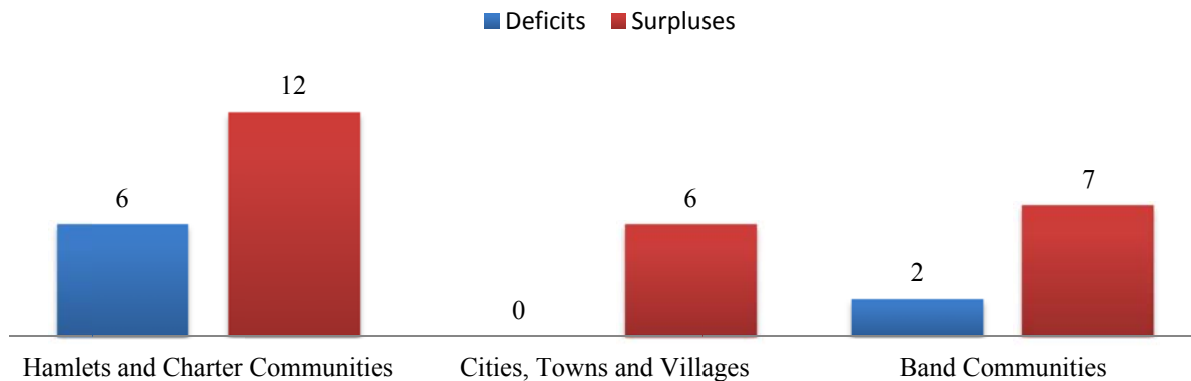
Community Financial Services

*Number of community governments with unqualified/qualified/denied audit opinions*

For the fiscal year ending 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 audit opinions, 15 had qualified opinions and one community governments had a denied audit opinion. Qualified and denied audit opinions may be an indication of problems with financial management. Of the 15 qualified opinions, four had qualifications based on accounting deficiencies, three had qualifications not related to MACA funding/programs, six lacked estimates related to the cost of remediating their landfills (a new requirement by the Public Sector Accounting Board) and two lacked adequate documentation related to fundraising activities (e.g., bingos). The community government with the denied audit opinion had troubles with their internal controls, payroll irregularities, and a lack of documentation on fundraising activities.

*Number of community governments with accumulated surpluses or deficits*

**Accumulated surpluses and deficits by community type, at March 31, 2011**



A total of eight community governments were in a total deficit position at March 31, 2011. Two of nine First Nations designated authorities had consolidated accumulated deficits, and two hamlets, one charter community and three Tłchq community governments had consolidated accumulated deficits. All six cities, towns and villages had consolidated accumulated surpluses. Excluding the two First Nations community governments (it is difficult to determine if the deficit is attributable to municipal operations since they have a dual reporting relationship to both the territorial and the federal government), three community governments had deficits related to General Operations, one due to Water and Sewer

### *Municipal and Community Affairs*

operations, and two had deficits in both. Of the community governments running consolidated surpluses, four had deficits in their General Operations and six had Water and Sewer deficits.

#### *Number of community governments with deficits over 15% of revenue*

For the fiscal year ending March 31, 2011, two of nine First Nations designated authorities had consolidated accumulated deficits greater than 15% of annual revenue, and one hamlet and two Tłı̨chǫ communities had deficits greater than 15% of annual revenue.

#### *Number of community governments that have submitted annual operating budgets prior to the beginning of the fiscal year*

Fifteen of thirty-three community governments submitted their 2011-2012 operating budgets prior to the beginning of their fiscal year.

### Community Governance

#### *Number of municipal elections without irregularities*

In 2011, a total of 17 regular municipal elections and five by-elections were held. 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 K'asho Got'ine (Fort Good Hope) that resulted in the election for 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 council members.

#### *Implementation of the Accountability Framework*

Implementation of the Accountability Framework is scheduled for 2012-2013. In 2013-2014, the first set of data will be developed from which future trends can be determined. Within the accountability framework, attention will be paid to whether councils have put in place proper authorities (bylaws) for their governance and administration, whether these authorities are consistent with the authority given to councils under the various municipal acts and related legislation, and whether due process has occurred in putting these authorities in place. The exercise of authorities will be reviewed to ensure that councils are making lawful decisions.

#### *Number of community governments that have financial management bylaws or policies, procurement bylaws and investment bylaws*

While not mandatory under municipal legislation, the increased funding to community governments, particularly in relationship to capital programs, has demonstrated significant room for improvement in some community governments' financial systems by the lack of clear authority and procedures. In order to encourage clear and transparent forms of governance and administration, community governments will be expected to establish and update the authorities needed for the administration to effectively and consistently manage community government finances including purchasing, contracting and investment practices. Following an initiative started in 2012-2013, the presence of the policies and bylaws will be

tracked and assistance will be given to community governments to develop or update appropriate policies and bylaws in these areas.

Financial Policy and Infrastructure Leveraging

*Number of community governments which submit timely, completed reports for federal programs.*

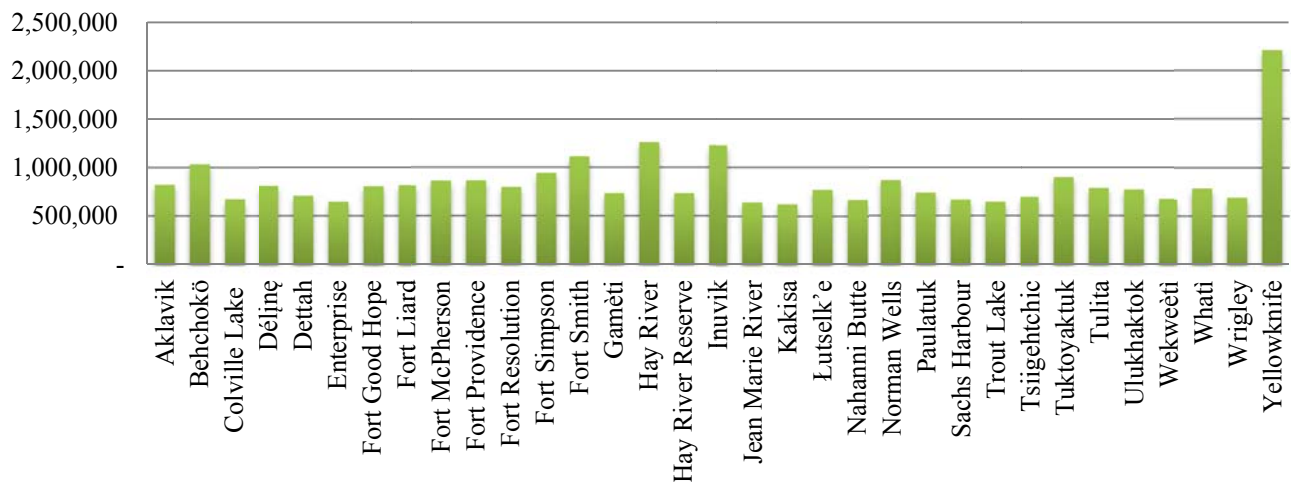
Regular quarterly reporting is a mandatory requirement as per the federal funding agreements. By March 31, 2011, the department had received 25 of 33 year end reports from community governments. MACA maintains close working relationships with community government administrators to ensure compliance with federal agreements. Community governments which fail to report accurately and timely are flagged and assistance is provided promptly to support those community governments which require additional assistance in order to regain compliancy with the agreements and to ensure funding continues to flow.

*Number of community capital projects completed (CPI, federal programs)*

15 of 35 BCP projects completed, 10 of 10 Infrastructure Stimulus projects completed, and 33 Gas Tax Fund projects completed as of March 31, 2011.

Communities in the NWT receive a total of \$28 million annually through MACA’s Community Public Infrastructure (CPI) funding policy. CPI is a vital funding source, along with the federal funding initiatives noted above, for helping community governments in the NWT to address their public infrastructure priorities. Reporting on CPI-funded projects is an initiative that will evolve in 2012-2013.

**Distribution of CPI Funding, total \$28M**



*Number of community capital projects in-progress (federal programs)*

Building Canada Plan – Nine projects were in progress as of March 31, 2011. Eleven BCP projects had not begun as of March 31, 2011. Of those which had not yet begun, MACA has supported community governments in examining feasibility or replacement projects to take advantage of the federal funding.



## *Municipal and Community Affairs*

Should community governments decide to change their projects, MACA will assist with the required submission to the federal government in September 2012.

The Government of Canada is in the process of developing a long-term infrastructure plan for community government infrastructure funding, which will replace current federal funding initiatives such as the Building Canada Plan and the Gas Tax funding program. The timeframe for the close-out of these federal programs is unknown at this time; however, MACA is closely monitoring all developments and ensuring communities remain compliant with all requirements of the agreements.

### *Number of community governments that have received CPI funding*

By March 31, 2011, 28 of 33 community governments had received their CPI funding. MACA maintains close working relationships with community administrators to ensure compliance with territorial funding agreements, and community governments which fail to remain compliant are flagged, and assistance is provided promptly to support those who require additional assistance in order to regain compliancy with the agreements and to ensure the funding continues to flow.

## *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. This year the department has been, in partnership with community governments and the NWTAC, collecting baseline data of current asset management practices in communities and will begin sharing best practices for asset management through the provision of tools and sample asset management resources. MACA will continue to work in partnership with community governments and the NWTAC to assist community governments to focus efforts on ensuring preventative maintenance practices for community public infrastructure.

### *Number of community governments that submitted an updated capital investment plan*

In 2009-10, all 33 community governments adopted their Integrated Community Sustainability Plan. One component of these plans is the Capital Investment Plan, which must be updated on an annual basis. The Plan provides a critical roadmap for future development of community public infrastructure. By March 31, 2012, 17 of 33 community governments had an updated, council-approved Capital Investment Plan and as of August 1, 2012 there are 29 community governments with an approved Capital Investment Plan. MACA staff will continue to support community governments in updating their Capital Investment Plans and will work with them to assist and support the implementation of projects identified on their plans.

### *Number of community governments that are infrastructure compliant with the Water Supply System Regulations adopted under the Public Health Act.*

In 2009 the Department of Health and Social Services officially enacted new *Water Supply System Regulations* which adopt the *Guidelines for Canadian Drinking Water Quality*. The most significant impact that adopting the *GCDWQ* has had on water treatment infrastructure is the requirement for community governments using surface water to filter or use two disinfectants on the water supply. The

GNWT has been working with community governments since 2004 to upgrade facilities to meet these new filtration requirements as the adoption of the *GCDWQ* was anticipated. There are currently 21 out of 30 water treatment plants that meet the filtration requirement. The remaining three community governments use trucked service through arrangements with nearby community governments rather than operating their own water treatment plant. Six of the remaining nine facilities are in the design and construction phase of upgrading their facilities and three facilities are in the planning phase. MACA will continue to work in partnership with community governments and in specific instances the Department of Public Works and Services to support and assist communities in meeting this new requirement as soon as possible.

*Number of community governments that received training through the Circuit Rider Training Program*

MACA administers a Circuit Rider training program with support from Public Works and Services as a part of the drinking water quality management initiative. The main objective of the program is to work with operators in their own facility on operational areas in which they would like more training, and to work with them to help their efforts to achieve certification to the level of the plant they are operating. In 2012-13, 17 community governments will receive Circuit Rider training and assistance that will continue through 2013-14.

*Number of community governments with certified Water Treatment Plant operators*

Currently, 20 out of the 30 community governments with water treatment plants have operators certified to the classification level of the plant. The ten community governments without a certified operator are making the effort to send their operators to the earliest available certification course offered by MACA's School of Community Government (SCG). In addition to passing a certification exam, operators are required to have gained varying levels of experience based on the classification of their plant. Many of the upgrades that have occurred and which are underway will see a change to plant classifications, which means operators will require a minimum of one year of experience operating the new plant before they are eligible for certification. As with many community staff positions, turnover is a big challenge for community governments and the water treatment plant operator position is no exception to this. MACA will continue to support community governments in their efforts to achieve operator certification through the Circuit Rider program and through improvements to the water and wastewater course material used by the School of Community Government.

*Highlighted progress of the Interdepartmental Water and Wastewater Committee*

- Basin-wide and community based watershed maps available on the internet
- Emergency response plan templates for water treatment plants
- Funding for water license applications in 14 communities
- Installed online chlorine and turbidity meters with remote monitoring capability in 10 communities.
- Ongoing implementation of an NWT-wide Circuit Rider program

## *Municipal and Community Affairs*

- Additional water and waste courses and instructional tools have been developed and purchased including:
  - 3-Day Pre-Small Systems Course,
  - Water Certification Course Study Guides,
  - HMI Simulation Tool
  - Hands-on Sampling and Testing Aids for Certification Course Delivery
  - Water Treatment Plant Operator Sampling and Testing Procedures – Instructional Video
- Water Treatment Plant Infrastructure Assessments completed on average every 3 years.
- Public Awareness Videos have been developed and are available to the public on the HSS YouTube channel. Videos include:
  - The Importance of Chlorine – Public Education Video
  - Clean Your Water Tank – Ensuring Safe Drinking Water in Your Home Video
- Water Supply System Regulations were updated
- Drinking Water Quality Report released
- Development and maintenance of an online drinking water quality database where the public can access and view drinking water quality results.

## *Other Initiatives*

### *Divisional*

#### *Review of Community Government funding policies and formulae*

In addition to the substantive policy review conducted in 2011-2012, MACA will review the related funding formulae for Community Public Infrastructure Funding (CPI), Water and Sewer Funding (WS) and Operations and Maintenance Funding (O&M) in 2013-2014. CPI and WS funding methodologies have not been reviewed since 2007-08. The O&M funding formula was reviewed in 2010-11 with no changes recommended. Further review of funding for First Nations communities is required.

#### *Development of Water and Sewer guidelines for communities*

MACA is developing guidelines to assist communities with their water and sewer operations. The guidelines will help communities calculate the rates charged to their residents and provide some consistency in water and sewer operations between the communities.

### *Community Financial Services*

#### *Financial planning and training*

The Department will offer financial training, including financial planning, to community governments consistent with the accountability framework. Coordinated with the School of Community Government, Community Operations staff provides training and workshops to community staff and council in areas such as financial awareness, cash management and budgeting.

Development of a coordinated approach with Aboriginal Affairs and Northern Development Canada (AANDC) to financial reporting for First Nations communities

There are nine First Nations designated authorities that have a dual reporting relationship with AANDC and MACA. MACA is working with AANDC to facilitate and streamline the financial reports required of these community governments.

### Community Governance

#### *Elections*

Sixteen regular municipal elections are taking place in 2013 along with associated training for elected officials. There are elections planned for all three Charter Communities, all four Tłıchǫ community governments, and nine Hamlets in 2013.

#### *Minor amendments to municipal and local authority legislation*

A number of minor amendments will be under consideration. Included among the amendments for the purposes of modernization or clarification are:

- Municipal choice of fiscal year,
- Defining the difference between land development costs and local improvements,
- Treatment of typographical errors in bylaws,
- A maximum delay between second and third reading of bylaws,
- Tying tax arrears to fiscal year for eligibility to run for municipal office, and
- New by-election calendar.

#### *Completion of the process to amend the Tłıchǫ Community Government Act*

Unlike the NWT's other municipal acts, the Tłıchǫ Community Government Act (TCGA) requires consent of the Tłıchǫ Government before amendments are presented to the Legislative Assembly for approval. Since the TCGA came into effect in 2005, the other municipal acts have undergone considerable amendment and modernization. The majority of the changes now proposed to the TCGA will bring it in line with the other municipal acts, as well as deal with parts of the Act which are no longer meaningful. A number of additional amendments have also been proposed by Tłıchǫ community

### *Municipal and Community Affairs*

governments. Once the amendments complete the approval process, the *Returning Officer's Manual* will be updated to reflect the changes.

#### *Development of amendments to municipal legislation to promote more tax-based municipalities*

There are several parts of municipal and related legislation which act as roadblocks to Hamlets and Charter Communities that may wish to become taxing authorities. MACA will investigate ways to simplify the transition to municipal taxation for interested community governments.

### *Financial Policy and Infrastructure Leveraging*

#### *Implementation and negotiation of federal infrastructure agreements*

Since the signing of the Building Canada Agreement with the federal government in 2008, three federal infrastructure funding programs have sunset (Infrastructure Stimulus Fund, Municipal Rural Infrastructure Fund, and Public Transit Fund). The Building Canada Plan and the Gas Tax Fund are slated to sunset by March 2014.

The Government of Canada has announced it will continue the Gas Tax Agreement beyond 2014, and has begun the process of developing a new long-term infrastructure funding program. The new infrastructure funding program is anticipated to begin in 2014 upon conclusion of the Building Canada Plan.

### *Capital Planning and Infrastructure*

#### *Deferred maintenance guidelines*

MACA has updated the funding policy to allow community governments to use an additional portion of their annual funding on asset management and deferred maintenance where in the best interest of the community. MACA will develop guidelines to bring clarity to this updated practice.

#### *New wastewater standards*

The Wastewater System Effluent Regulations under the *Fisheries Act* gazetted June 29, 2012, do not apply to the Northwest Territories and other northern jurisdictions. Northern jurisdictions have been given until 2014-15 when it is anticipated that the regulations will be updated to include a northern component. MACA will continue to work closely with the lead department, ENR, to ensure that all aspects, including economics, are considered strongly in the development of the northern component of the regulations. The GNWT will continue to emphasize the economic impact that the regulations could have on communities and promote additional funding initiatives.

#### *Support for communities which lack water treatment infrastructure.*

MACA supports all communities through the capital planning process and through assisting them in determining the feasibility of constructing and maintaining new infrastructure including water treatment plants. Community governments also receive capital funding which they have authority to spend on their infrastructure priorities.

*Drinking Water Quality*

The Interdepartmental Water and Wastewater Management Committee includes participation from MACA, Environment and Natural Resources (ENR), Health and Social Services (HSS), and Public Works and Services (PWS). The committee is responsible for the implementation of the *Managing Drinking Water Quality in the NWT: A Preventative Framework and Strategy* initiative and associated Action Plans.

An update on the action plan is provided to the public in an annual report titled “GNWT Report on Drinking Water.” The 2010 annual report was released in September 2011 and the 2011 annual report is currently under review and anticipated to be released in the fall of 2012.

MACA will continue to work collaboratively with all members of the Interdepartmental Water and Wastewater Committee to ensure safe drinking water. Continued effort will be made to:

- encourage and work with water treatment plant operators to ensure that testing and reporting is completed on schedule;
- develop an integrated approach to water quality monitoring, with each department’s responsibilities clearly identified;
- improve accessibility for residents to drinking water quality information and other water information via public website;
- promote the availability of community drinking water quality test results on the department’s website; and
- hold one Ministers’ meeting annually for the Ministers of MACA, PWS, HSS, and ENR to provide updates on the work of the Interdepartmental Water and Wastewater Committee.

## **KEY ACTIVITY 4: SCHOOL OF COMMUNITY GOVERNMENT**

### Description

The **School of Community Government (SCG)** supports community government capacity building for community elected officials and community government staff by providing training, development opportunities and resources in broad areas of community government responsibilities including governance, management, lands, infrastructure, bylaw enforcement, fire protection, water and waste water, emergency management, works, asset management and finances. The SCG provides an integrated approach to local governance capacity building through partnerships with GNWT and federal departments, Aboriginal and territorial organizations, professional associations, and educational institutes.

### Performance Measures

MACA uses the performance measures listed below to gauge progress towards the following strategic goals as included in “A Clear Path Forward: Municipal and Community Affairs’ Strategic Plan”:

- **Confident and Capable Community Governments** – Community governments are confident and capable as a result of having knowledgeable and skilled staff.

### Training and Development

#### *Number and types of training programs delivered*

In 2011-2012, the School of Community Government delivered 73 training events in 11 broad areas of community government responsibility. Governance training for elected officials was provided through annual conference, regional workshops and community based deliveries. In evaluations completed by the 555 participants to these courses in 2011-2012, the SCG achieved a 92% good or better student satisfaction level with the courses delivered.

A longitudinal study has been initiated to gauge the effectiveness of training in terms of work output and improved performance levels with initial results available to report in March 2013.

#### *Certification rates for Water Treatment Plant Operators*

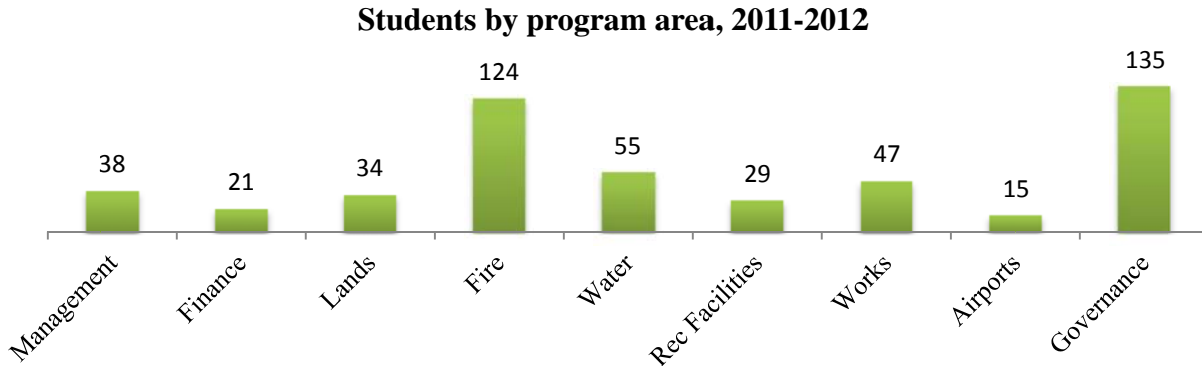
The School of Community Government provided effective training for community water and wastewater operators and administered the mandatory operator certification program, including maintaining the water treatment plant operator records of continuing education units required for certification. The School also provided value added water and wastewater management training through the delivery of such courses as Chlorine Handling.

In 2011-12, five water treatment operator courses were delivered to 55 participants from 22 communities.

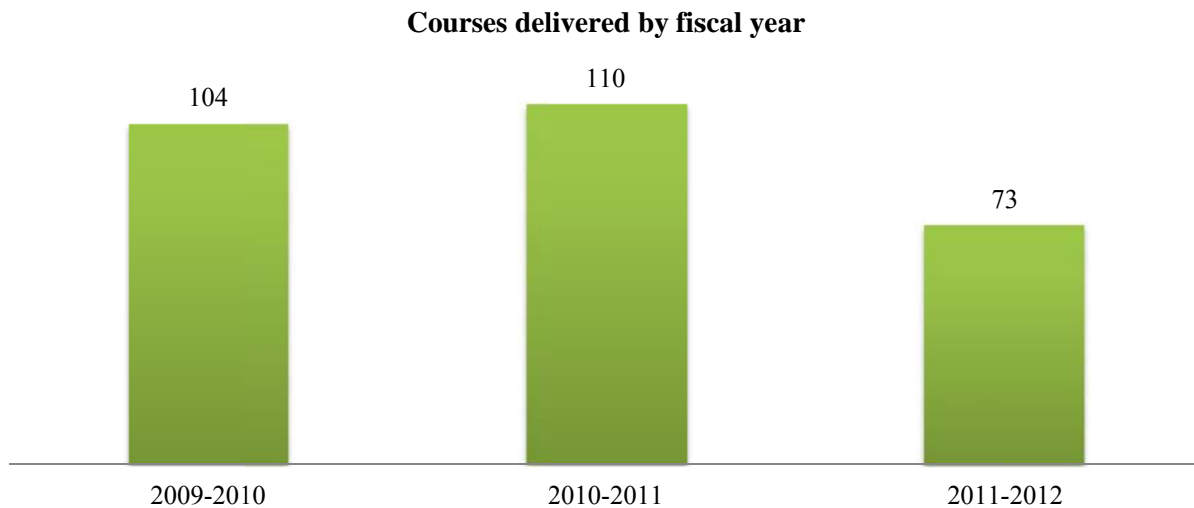
Currently, approximately 70% of community governments that operate a water supply system have a water treatment plant operator certified to the level of the community’s water plant.

*Number of community government staff receiving training*

In 2011-12, 555 community government staff, including 135 community government elected officials, attended priority training courses/events with the School of Community Government.



In addition to the courses charted above, MACA hosted community-based EMO workshops, using new curriculum, with the workshops resulting in completed emergency plans.



*Number of community governments with Integrated Community Sustainability Plans*

All 33 NWT community governments have a completed Integrated Community Sustainability Plans (ICSPs). In 2011-12, the School of Community Government, in partnership with the regional offices and the Northwest Territories Association of Communities (NWTAC), worked together with communities to assist with implementation of ICSPs.

Twelve community government staff completed occupational certification for their respective positions in 2011-12, bringing the total to 82 community government staff who have achieved occupational certification through the SCG.



### *Municipal and Community Affairs*

Two new recreation leaders completed all certification requirements for the new Community Recreation Leaders Certificate Program.

### *Other Initiatives*

#### *Public Service Capacity Initiative*

Seventeen communities have participated in the Advancing Local Government Administrators Program. The program is providing community governments with the key transitional support needed, as well as advancing the skills of local individuals preparing to assume the Senior Administrative Officer position. Six local government administrators participated in a mentorship program.

The department met with Aurora College officials and reviewed programming opportunities for community governments and collaborative efforts in capacity building.

The School of Community Government and the Public Safety Division are collaborating on the delivery of emergency management training and the completion of community emergency plans.

In partnership with NWTAC, training resources are being completed to assist communities in bylaw and policy development and the implementation of integrated sustainability plans.

Working collaboratively with Local Government Administrators of the NWT, the Local Government Administrators Essentials course, curriculum, and supporting materials were revised and updated. In addition, a new complementary Local Government Administrators Handbook and Wiki version were completed and made available for community government staff.

## KEY ACTIVITY 5: LANDS ADMINISTRATION

### Description

The **Lands Administration Division** administers Commissioner's land, provides advice and assistance to community governments on land use and community planning, performs property assessments, undertakes environmental planning and regulatory reviews, provides technical mapping and surveying services to community governments and the public, and provides policy advice related to the administration of Commissioner's land.

The **Property Assessment Section** assesses all land and improvements in the Northwest Territories, with the exception of the City of Yellowknife, by conducting property assessments in accordance with the *Property Assessment and Taxation Act* and associated regulations.

The **Land Program Section** advises on administration of Commissioner's land in the Northwest Territories, in accordance with the *Commissioner's Land Act* and associated regulations, chiefly the *Commissioner's Land Regulations*, subject to policies approved by the Government of the Northwest Territories. The Section also assists community governments to plan for the physical development of their communities by providing advice and reviewing subdivision plans, community plans, zoning bylaws, and development schemes. Land Program Section arranges and manages legal surveys, prepares satellite imagery, aerial photography, and topographical mapping of land within municipal boundaries of communities in the Northwest Territories, and administers the Department's Geographic Information System.

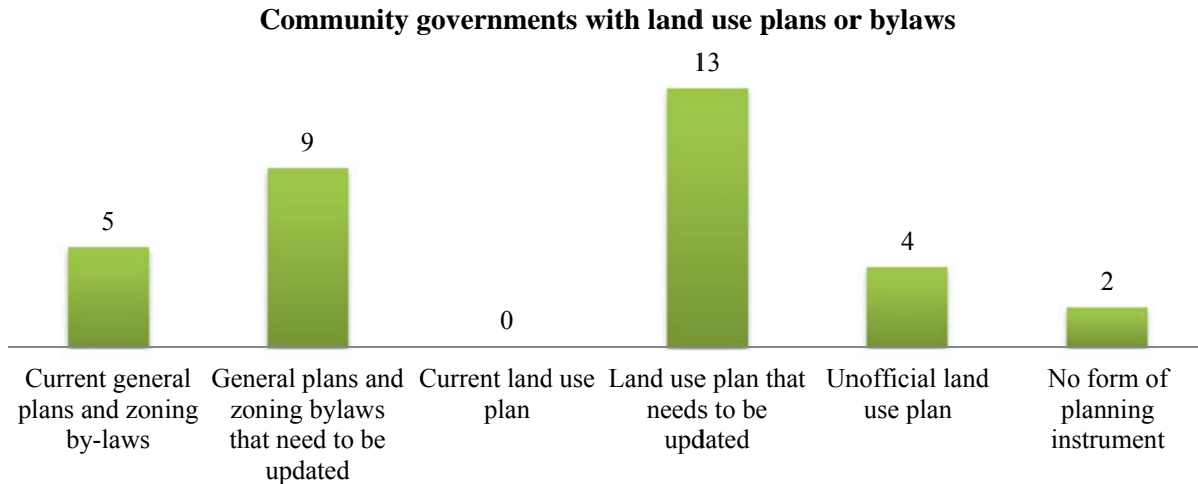
### Performance Measures

MACA uses the performance measures listed below to gauge progress towards the following strategic goals as included in "A Clear Path Forward: Municipal and Community Affairs' Strategic Plan":

- **Responsive Land Administration** – Deliver land administration in a manner that is responsive to the diverse needs, responsibilities and priorities of community governments and the public.

Lands Planning and Program Development

Number of community governments with land use plans or bylaws



A general plan and a zoning bylaw are planning instruments referenced in the *Planning Act*. Communities are not required to implement a general plan or zoning bylaw. Some communities develop land use plans, which are a simpler tool to designate land use in communities, and not adopted under the *Planning Act*. It should be noted that some communities implement land use plans, but have not officially adopted them due to concerns over enforcement and capacity. MACA supports and encourages community governments' land planning activities, and offers assistance through the department's land planning specialists.

Property Assessment

The total tax base for the entire NWT is \$5.7 billion of valued land and improvements as of 2012. This is an increase of \$200 million from the 2011 amount of \$5.5 billion.

The City of Yellowknife assesses properties within its municipal boundaries at \$2.3 billion. MACA conducts the assessments of all other communities and the lands outside community boundaries, at an amount of \$3.4 billion. As a result of the assessments, some \$76.7 million in property tax revenue will be collected this year. This takes into account the 3 diamond mines (Snap Lake, Diavik and BHP) who will pay approximately \$20.6 million. The Municipal Taxation Authorities (Yellowknife, Inuvik, Norman Wells, Hay River, Fort Smith and Fort Simpson) will collect and retain a total of \$39.4 million. The GNWT will collect the rest of the taxes totalling \$37.3 million.

## *Other Initiatives*

### *Lands Planning and Program Development*

#### *Recreation Leasing Policy Framework Implementation*

The Recreation Leasing Policy Framework will be implemented in part through the coming into force of amendments to the Commissioner's Land Regulations and new regulations made pursuant to the Area Development Act. The changes to the Commissioner's Land Regulations will focus on development controls for recreational land use on Commissioner's land in the Northwest Territories, except for the Cassidy Point Area. The new regulations made pursuant to the Area Development Act will contain the development controls for the Cassidy Point Area. The issue of further development of Commissioner's land in the Ingraham Trail area will be resolved through ongoing collaboration with the Yellowknives Dene First Nation.

#### *Interim Trespass Enforcement Strategy*

The Interim Trespass Enforcement Strategy will sunset with the conclusion of negotiations with the Yellowknives Dene First Nation concerning the further development of recreational land in the Ingraham Trail area. The Interim Trespass Enforcement Strategy will be replaced by an operational policy for Commissioner's land officers.

#### *Giant Mine Remediation Project*

The Lands Administration Division will continue to provide technical support and advice to the Giant Mine Remediation Project.

#### *Work with NWT HC to assist with affordable housing*

The Lands Administration Division will continue to work with the Northwest Territories Housing Corporation to transfer Commissioner's lands to the Corporation at a nominal cost, to assist the Corporation to provide affordable housing to Northwest Territories residents.

#### *Transfers of Commissioner's land on which municipal infrastructure is located, to community governments*

One of the aims of the New Deal for Community Governments is to enable community governments to gain better control of municipal infrastructure. The Lands Administration Division will work with community governments to transfer Commissioner's land to them where municipal infrastructure is located.

#### *Support for Aboriginal Affairs and Intergovernmental Relations*

The Lands Administration Division provides a range of information and advice to the Department of Aboriginal Affairs and Intergovernmental Relations concerning Commissioner's lands, and mapping services.

## *Municipal and Community Affairs*

### *Converting leases in band communities*

Under the New Deal for Community Governments, MACA will transfer Commissioner's lands containing municipal infrastructure to band-managed societies that can own real property. The Lands Administration Division will continue to facilitate such transfers by completing legal surveys, and transferring the lands.

### *Devolution*

The Lands Administration Division provides advice and support to the Devolution Negotiations Office and to the Devolution Implementation and Planning Office concerning lands management matters.

### *Property Assessment*

Begin the research necessary to review the assessment requirements in the Property Assessment and Taxation Act.

Complete the legal survey of the Charter Community of Délįnę, and determine the necessary changes to property assessment.

## KEY ACTIVITY 6: SPORT, RECREATION AND YOUTH

### Description

**Sport, Recreation and Youth** provides advice and assistance regarding recreation, sport, and physical activity programs and represents the GNWT in its partnership with the NWT Council of Sport and Recreation Partners and other stakeholders. The Division also coordinates volunteer recognition programs and assists with the promotion of volunteerism.

The **Youth Secretariat** within the Division assists the Minister Responsible for Youth to promote youth development initiatives and acts as a first point of contact for youth issues within the GNWT.

### Performance Measures

MACA uses the performance measures listed below to gauge progress towards the following strategic goals as included in “A Clear Path Forward: Municipal and Community Affairs’ Strategic Plan”:

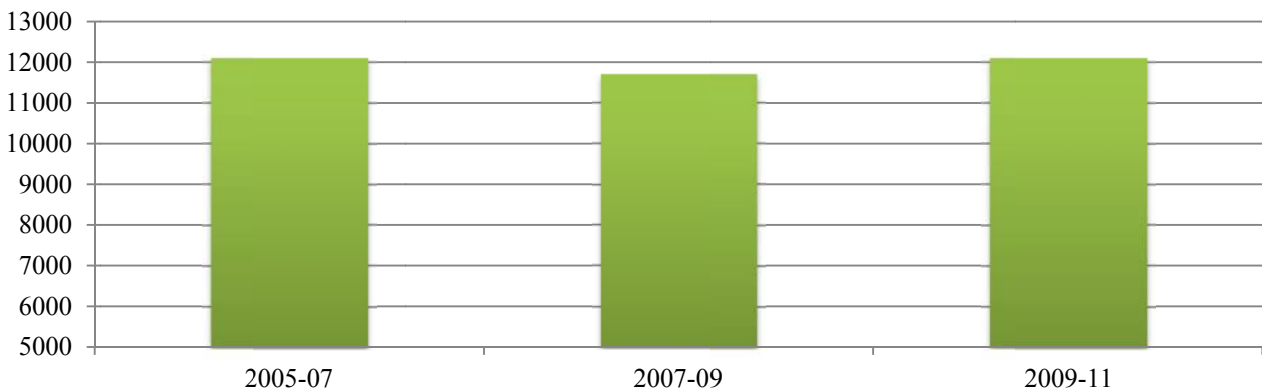
- **Vibrant, Healthy Communities** – MACA partners with a broad base of stakeholders to encourage healthy lifestyle choices with a focus on physical activity, youth and volunteer initiatives.

### Physical Activity Indicators

*Number of NWT youth physically active enough to gain a health benefit compared to Canadian average*

A Canadian Fitness and Lifestyle Research Institute report for 2009-2011 indicates that NWT children and youth (age 5 to 19) take an average of 12,100 steps per day. The Canadian average is 11,600. The number of steps taken by children and youth residing in the NWT has not changed significantly from 2005 to 2011.

**Average daily step count of children and youth in the NWT over time, 2005-2011**



(Source: Canadian Fitness and Lifestyle Research Institute)

*Municipal and Community Affairs*

*Percentage of NWT Adults physically active enough to gain a health benefit compared to Canadian average*

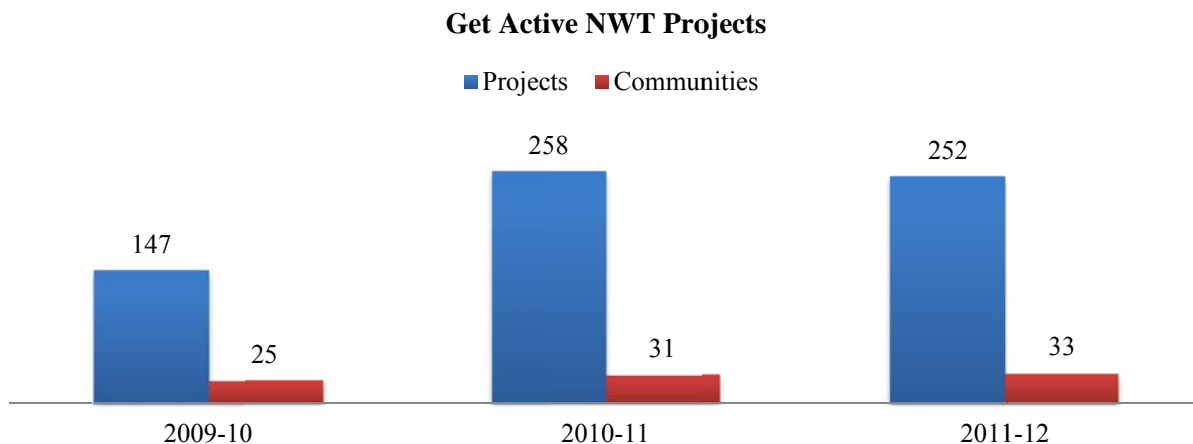
Physical activity rates for adults have been tracked in the North (Yukon and NWT) for 2000, 2003, 2005 and 2009. As of 2009, forty-five per cent of NWT adults are physically active enough to achieve a health benefit. This is a decrease of 4% from the 2005 rates.

*Number of schools running MACA funded after school physical activity programs*

Thirty-eight NWT schools and three community organizations operated MACA-funded after school physical activity programs during 2011-2012. These programs were delivered in 28 communities in 2011-2012. The Department's goal is to support a program in every community and in most schools.

*Number of Get Active NWT projects*

MACA and the NWT Recreation and Parks Association supported 252 projects in 33 NWT communities in 2011-2012. This compares to 258 projects in 31 communities in 2010-2011.



*Rates of Volunteerism*

*Volunteer rates in the NWT as compared to the Canadian population aged 25 years and older*

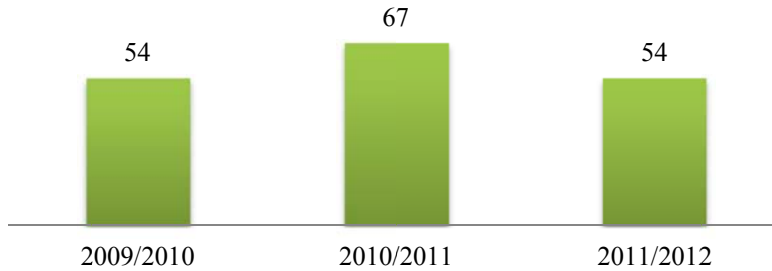
Volunteer participation rates were measured in 2004, 2007 and 2010. The following graph compares volunteer rates of NWT and Canadian population aged 15 years and older.



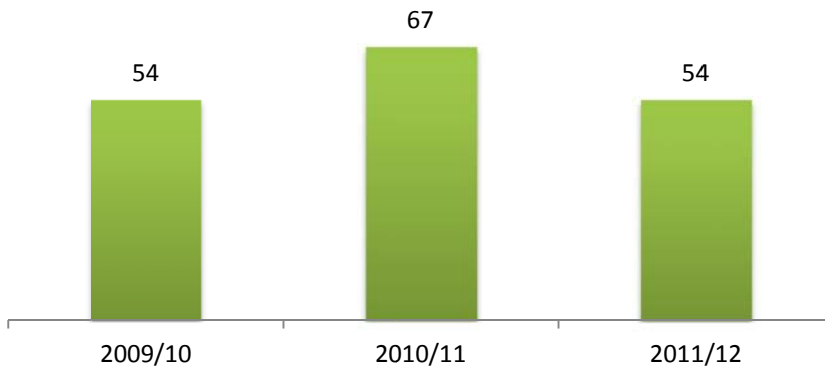


*Number of youth development projects supported by MACA funding*

**Number of youth contribution programs supported by MACA funding, 2009-1012**



**Number of Youth Corps programs supported by MACA funding, 2009-2012**



*Future performance measurement*

The Department has also identified other measures that will determine the effectiveness of youth programming. These include quantitative program statistics or data gathered from a review of system files, and qualitative participant/stakeholder feedback. Data from both will be linked to the pillars of the Healthy Choices Framework and the Department's youth related objectives in leadership, volunteerism, education, civic responsibility and culture and tradition. Baseline data is being collected in 2012-2013 and the department will be able to report on these measures beginning in the 2014-2015 Business Plan.

**Other Initiatives**

**Sport**

MACA will be supporting Team NWT participation at the 2013 Canada Summer Games in Sherbrooke, Quebec, and the 2014 Arctic Winter Games in Fairbanks, Alaska. Implementation of the updated team selection and appeals processes will be monitored.

The Department will be assisting the Aboriginal Sport Circle with their NWT school championships for Traditional Games and community Traditional Games workshops in all regions. NWT implementation of the new Canadian Sport Policy will also begin during the year.

*Recreation and Physical Activity*

The Department is working closely with community governments and sport and recreation organizations on the implementation of a physical activity strategy to address the low number of NWT children and youth meeting the new Canadian Physical Activity Guidelines. Further work is needed to explore ways to engage non-active youth in healthy activity.

*Healthy Choices Framework*

MACA will be supporting the implementation of a renewed GNWT Healthy Choices Framework with a long-term goal of reducing health, justice and other social costs by improving the effectiveness of government programs and services. The Department will review its own programs to identify how they can support objectives outlined in the GNWT Anti-Poverty Strategy.

*Implementation of the NWT Sport and Recreation Council's evaluation framework*

The Department will continue to support the implementation of the NWT Sport and Recreation Council's evaluation framework and begin comparing these results against the Department's priorities. The Department will work with the Minister responsible for Seniors to identify opportunities to increase support for seniors' active living programs.

*Youth*

*Youth Leadership Strategy*

MACA will continue implementation of the Youth Leadership Strategy. A Youth Ambassador Program will be supported at the 2013 Canada Summer Games and the 2014 Arctic Winter Games. 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.

MACA delivers and supports a variety of programs targeted at youth through the NWT Youth Corps Program. These projects include: Take a Kid Trapping, Northern Youth Abroad, youth forums, wilderness education programs, Taiga Adventures Camp Program and others. Youth role model tours will be held in all regions. A territorial Youth Centres staff conference and training event will be held. The youth website will be updated and the use of social media will be investigated as a means of improving the communication about, and awareness of, Department programs.

MACA supports core operations of community youth centres by providing a stable funding source so that community governments and community groups can recruit and train staff in order to 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.

*Volunteer*

Volunteer rates in the NWT have been trending downward in recent years. MACA will focus on implementation of the Volunteer Support Initiative 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. A new community volunteer recognition support program will be introduced. The NWT Outstanding Volunteer Awards Program will continue as part of the NWTAC's annual conference in order to provide a territorial stage on which to publically recognize the benefits and contributions of volunteerism in the NWT.

## KEY ACTIVITY 7: REGIONAL OPERATIONS

### Description

Regional Offices are responsible for the coordination, implementation and delivery of most of the Department's programs and services to community governments and other stakeholders at the regional level.

Regional staff members provide advice and support to community governments on a range of issues. They advise community governments on governance, budgeting, debt recovery, financial reporting and other activities to support the use of sound management and financial practices. They also support communities in the development of community capital investment planning, project management and the operation and maintenance of community infrastructure and equipment.

Assistant Fire Marshals support fire prevention and response in communities by undertaking training activities, local inspections and investigations.

Regional lands staff assist community governments with community land administration and planning activities and administer leases for Commissioner's Lands.

Senior Recreation Development Coordinators support healthy choices and physical activity and recreational development activities through partnerships with a wide variety of stakeholders across each respective region.

### Performance Measures and Other Initiatives

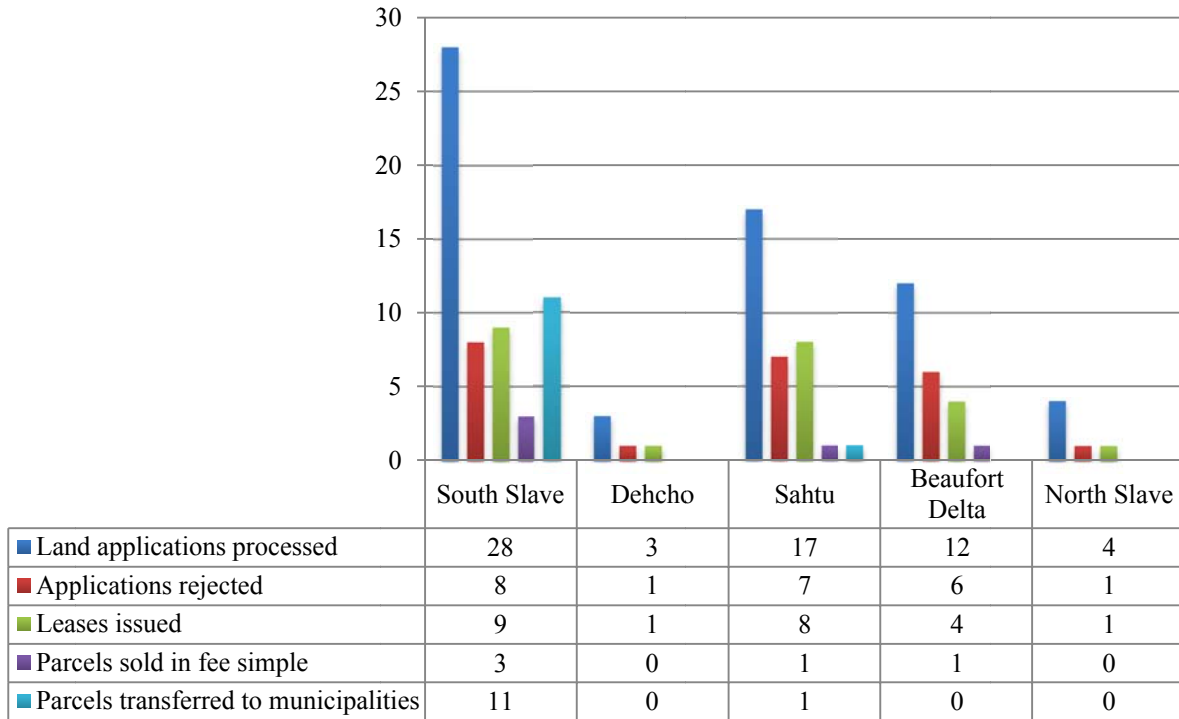
Regional offices provide on-the-ground delivery of MACA's priorities, programs, and services. Performance measures and initiatives mentioned in this section are also included under the appropriate divisional reporting section.

### Tłchq/GNWT Working Group

MACA, the Department of Aboriginal Affairs and Intergovernmental Relations, and officials of the Tłchq Government have endorsed the Terms of Reference of the newly-formed Tłchq/GNWT Working Group. The working group will provide information of the formula for funding Tłchq Community Governments and an opportunity to discuss options for improving the operations of Tłchq Community Governments.

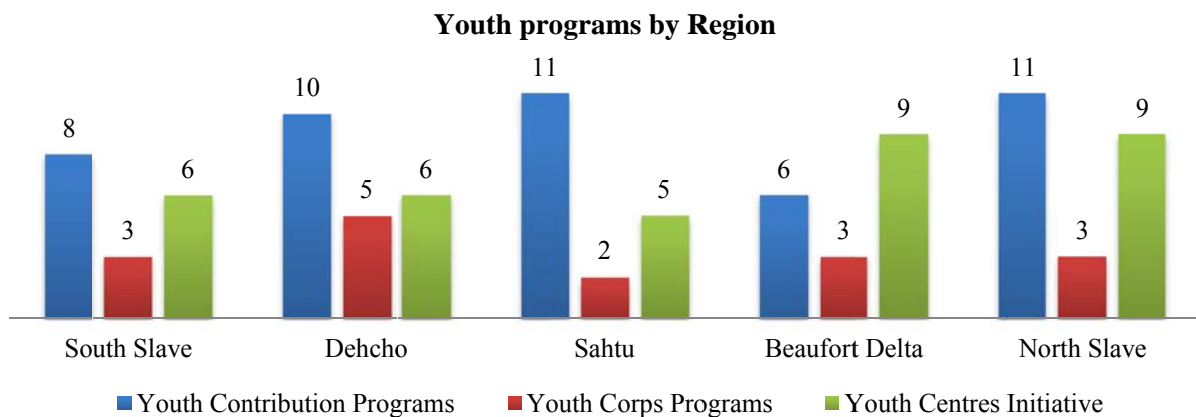
Land applications, leases, and land parcels processed by the Department from April 1, 2011, through March 31, 2012.

**Applications, leases, and land parcels processed by Region**

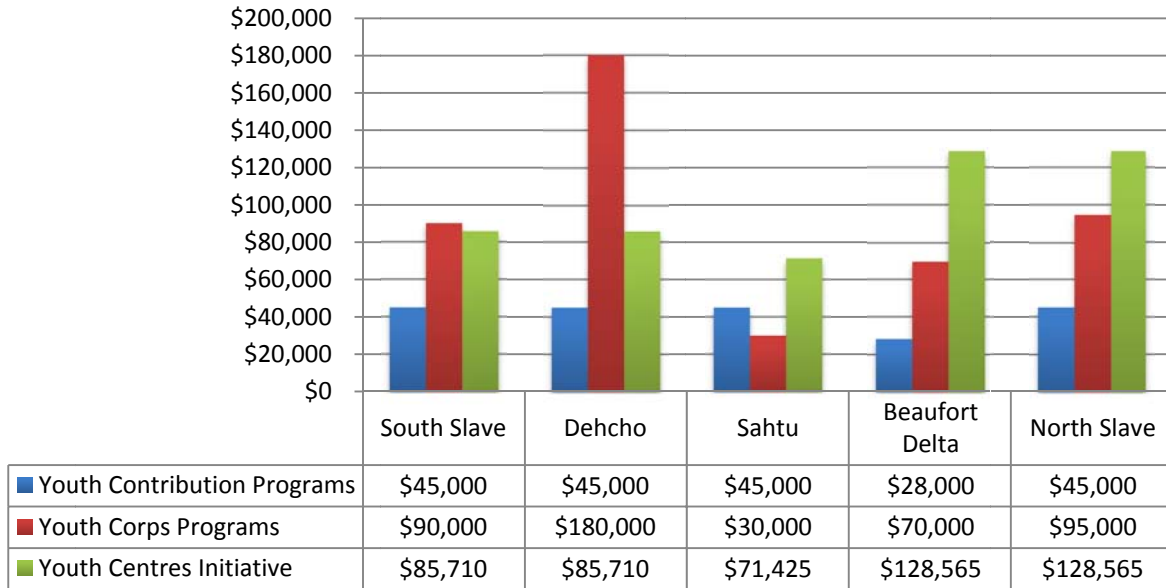


MACA will continue to work collaboratively with the Gwich'in Tribal Council (GTC), the Nihtat Gwich'in Council and the Town of Inuvik on the Recreational Leasing Policy Framework.

Regional youth programs and funding

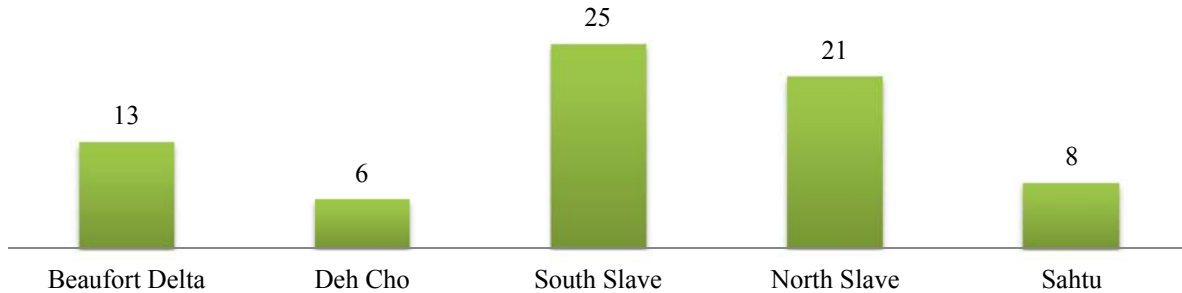


**Youth funding by region**



School of Community Government courses delivered and regional participation

**School of Community Government Courses Delivered by Region**

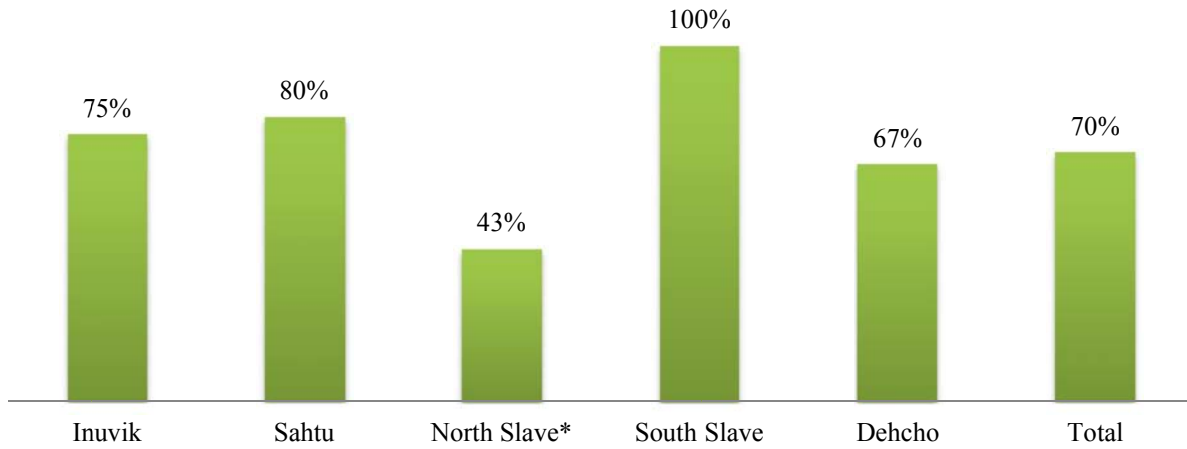


**Students in School of Community Government Courses by Region**



Water treatment plants meeting the filtration requirement by region

**Per cent of water treatment plants meeting filtration requirement**



The Łutselk'e water treatment plant is expected to be operational by mid-September, which will bring the North Slave percentage to 57%.

## 2. RESPONDING TO PRIORITIES

### 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.

#### Major Program and Service Initiatives Planned for 2013-14

The department continues to support community governments in capacity building and infrastructure development, provided through:

- financial training including financial planning offered to communities consistent with the accountability framework;
- improvements to the capital planning tool;
- training in Good Governance;
- supporting communities with the implementation of their responsibilities in the areas of community infrastructure planning, ownership and operations, including capital planning, project financing, project management and contracting through the provision of tools, advice/assistance, sharing best practices and information on private sector resources;
- implementing federal infrastructure funding agreements related to the provision of community public infrastructure;
- helping community governments to focus efforts on ensuring effective preventative maintenance practices;
- working collaboratively with all members of the Interdepartmental Water and Wastewater Committee to ensure safe drinking water; and
- reviewing community government funding formulas.

MACA supports community governments in their efforts to ensure sufficient capacity to help keep residents safe from the threat of disaster and fire.

- In 2013-2014, the Department will develop a companion program to the community emergency management planning workshop to help communities validate their emergency response plan through a table top exercise. At present, MACA is delivering a two-day workshop designed to familiarize community officials with roles and responsibilities pertaining to emergency management and develop a community emergency plan. MACA anticipates delivering ten workshops in 2012-2013.



- Working with communities, MACA has completed assessments to identify infrastructure, equipment, and training needs specific to fire departments in each community. MACA will work with local Fire Chiefs and the Local Government Administrators of the NWT to develop programming with which to offer financial assistance to address the identified deficiencies and gaps.
- Through the development of its annual calendar, the School of Community Government provides access to its training to Aboriginal and other northern governments and works in partnership to assist in the development of a skilled northern workforce.
- The School of Community Government continually seeks out partnership opportunities in the delivery of community government training that will assist in building local northern capacity. Curriculum is under development to assist community governments to develop the skills needed to plan for overseeing construction, operation and maintenance of community infrastructure.
- MACA is represented on a number of regional training partnerships which include federal/territorial government, industry, and Aboriginal and Northern governments.

### *Description*

Work with our partners to ensure responsible stewardship through our land management regime.

### *Major Program and Service Initiatives Planned for 2013-14*

The department continues work with stakeholders for continued progress in land management.

- The department provides advice and assistance to community governments concerning community planning and development.
- MACA conducts consultations with Aboriginal governments concerning proposed land use applications.
- In the Inuvik Area, MACA will continue to work collaboratively with the Gwich'in Tribal Council (GTC), the Nihtat Gwich'in Council, and the Town of Inuvik on the Recreational Leasing Policy Framework, as per the terms of the Memorandum of Understanding endorsed by MACA, the GTC, the Nihtat Gwich'in Council and the Town of Inuvik.
- MACA will continue to engage Aboriginal and northern governments as it addresses responsible land management issues, for example trespassing.
- The School of Community Government delivers training programs in the area of community land administration that assist community governments in managing their land responsibilities.

## **PRIORITY 2 – INCREASE EMPLOYMENT OPPORTUNITIES WHERE THEY ARE MOST NEEDED**

### **Description**

Increase employment opportunities where they are most needed by decentralizing more GNWT positions.

### **Major Program and Service Initiatives Planned for 2013-14**

- The School of Community Government provides relevant and practical training to community government staff which supports them in carrying out their operational responsibilities. The training provided also enhances the employability skills of all staff and provides the knowledge and skills that can assist in career advancement. The training courses are also available to individuals who are identified by their communities and wish to become an employee of the community government. A training schedule is developed based on the priorities of community governments.

### **Description**

Reducing dependency on government by encouraging people who are able to enter and remain in the workforce.

### **Major Program and Service Initiatives Planned for 2013-14**

- The Department, on behalf of the Department of Human Resources, NWT Association of Communities, and the Local Government Administrators of the NWT, will coordinate the Public Service Capacity Initiative. Within this broad initiative, the Department provides unique training, mentorship and employment opportunities for local government administrators.

## **PRIORITY 3 – STRENGTHEN AND DIVERSIFY OUR ECONOMY**

### **Description**

Strengthen and diversify our economy by supporting the traditional economy.

### **Major Program and Service Initiatives Planned for 2013-14**

- Within the Community Recreation Leadership Certification Program, community government recreation staff members are introduced to areas of traditional knowledge skills and northern outdoor activities that can support several skills required in supporting a traditional economy.

## **PRIORITY 4 – ADDRESS HOUSING NEEDS**

### **Description**

Address housing needs by selling our public housing stock where this makes sense.

### **Major Program and Service Initiatives Planned for 2013-14**

- MACA will continue to work with the Northwest Territories Housing Corporation to transfer Commissioner's land at a nominal cost for social housing.

## **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.

### **Major Program and Service Initiatives Planned for 2013-14**

The department will continue to support this priority through prevention, as a significant position of healthcare expenditures can be attributed to preventable risk factors such as physical inactivity, obesity, tobacco use, hypertension and high cholesterol.

- The Department will work with non-government sector organizations to development and implement a Physical Activity Strategy designed to encourage residents to be more active and gain the related health benefits.
- The Department will work with other departments on implementation of the GNWT Healthy Choices Framework including improved coordination of related prevention programs.
- The Department will assist with development of an NWT Anti-Poverty Strategy and work with non-government sector organizations to support implementation through sport, physical activity, youth, and volunteer programs.
- The Department will work with the Aboriginal Sport Circle NWT to develop a traditional games strategy to support increased physical activity levels and pride in northern culture.
- Through the Department's Community Recreation Leaders Certificate program, community government staff members gain a better understanding of the importance of maintaining a healthy lifestyle. These community recreation leaders are then able to assist youth and others in making positive and healthy lifestyle choices.

### 3. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2013-14 Main Estimates	2012-13 Revised Estimates	2012-2013 Main Estimates	2010-11 Actuals
<b>OPERATIONS EXPENSE</b>				
Directorate	4,358	4,358	4,358	3,920
Public Safety	1,607	1,607	1,407	1,490
Community Operations	2,437	2,437	2,437	2,195
School of Community Government	3,051	3,051	3,051	2,868
Lands Administration	2,998	3,433	3,433	2,844
Sport Recreation and Youth	5,180	5,180	5,180	5,047
Regional Operations	78,708	75,667	75,667	73,832
<b>TOTAL OPERATIONS EXPENSE</b>	<b>98,339</b>	<b>95,733</b>	<b>95,533</b>	<b>92,196</b>
<b>REVENUES</b>	<b>914</b>	<b>1,050</b>	<b>1,050</b>	<b>6,336</b>

#### HUMAN RESOURCE SUMMARY

	Proposed 2013-14	2012-13	2011-12	2010-11
Total Number of Employees	117	116	116	115

## APPENDIX I – FINANCIAL INFORMATION

### Operations Expense Summary

	PROPOSED ADJUSTMENTS						2013-14 Business Plans
	2012-13 Main Estimates	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
<b>Directorate</b>							
Department Management	678	0	0	0	0	0	678
Other Grants & Contributions	638	0	0	0	0	0	638
Regional Management	343	0	0	0	0	0	343
Corporate Affairs	455	0	0	0	0	0	455
Policy and Planning	608	0	0	0	0	0	608
Financial Services	632	0	0	0	0	0	632
Information Systems	1,004	0	0	0	0	0	1,004
		0	0	0	0	0	0
<b>Total Directorate</b>	<b>4,358</b>	<b>0</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	0	294
Community Government Grants & Contributions	0	0	0	0	200	0	200
Office of the Fire Marshal	586	0	0	0	0	0	586
Emergency Management	297	0	0	0	0	0	297
Consumer Affairs	230	0	0	0	0	0	230
<b>Total Public Safety</b>	<b>1,407</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>1,607</b>

	PROPOSED ADJUSTMENTS						2013-14 Business Plans
	2012-13 Main Estimates	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
<b>Community Operations</b>							
Program Management	342	0	0	0	0	0	342
Community Financial Services	597	0	0	0	0	0	597
Financial Policy	150	0	0	0	0	0	150
Community Governance	264	0	0	0	0	0	264
Infrastructure Planning and Support	899	0	0	0	0	0	899
Community Government Grants & Contributions	185	0	0	0	0	0	185
<b>Total Community Operations</b>	<b>2,437</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,437</b>
<b>School of Community Government</b>							
Program Management	419	0	0	0	0	0	419
Training Programs	1,952	0	0	0	0	0	1,952
Grants and Contributions	680	0	0	0	0	0	680
<b>Total School of Community Government</b>	<b>3,051</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,051</b>
<b>Lands Administration</b>							
Program Management	780	0	0	0	0	0	780
Property Assessment	1,419	0	0	0	0	0	1,419
Lands Programs	1,234	0	0	0	(435)	0	799
<b>Total Lands Administration</b>	<b>3,433</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(435)</b>	<b>0</b>	<b>2,998</b>

	PROPOSED ADJUSTMENTS						2013-14 Business Plans
	2012-13 Main Estimates	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources	
<b>Sport Recreation and Youth</b>							
Program Management	364	0	0	0	0	0	364
Sport & Recreation	371	0	0	0	0	0	371
Youth	752	0	0	0	0	0	752
Volunteer	236	0	0	0	0	0	236
Other Grants & Contributions	3,457	0	0	0	0	0	3,457
<b>Total Sport Recreation and Youth</b>	<b>5,180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,180</b>
<b>Regional Operations</b>							
Program Management	2,328	0	0	0	(67)	0	2,261
Community Government Grants & Contributions	67,927	0	3,227	0	(119)	0	71,035
Other Grants & Contributions	1,125	0	0	0	0	0	1,125
Regional Delivery Services	4,127	0	0	0	0	0	4,127
Amortization	160	0	0	0	0	0	160
<b>Total Regional Operations</b>	<b>75,667</b>	<b>0</b>	<b>3,227</b>	<b>0</b>	<b>(186)</b>	<b>0</b>	<b>78,708</b>
<b>TOTAL DEPARTMENT</b>	<b>95,533</b>	<b>0</b>	<b>3,227</b>	<b>0</b>	<b>(421)</b>	<b>0</b>	<b>98,339</b>

**Explanation of Proposed Adjustments to Operations Expense**

Key Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Public Safety</b>						
Community Government Grants & Contributions	Ground Ambulance Program	0	0	0	200	0
		0	0	0	200	0
		0	0	0	200	0
	<b>Total for Public Safety</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>
<b>Lands Administration</b>						
Lands Programs	Land Administration Survey Program	0	0	0	(435)	0
		0	0	0	(435)	0
		0	0	0	(435)	0
	<b>Total Lands Administration</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(435)</b>	<b>0</b>



Key Activity / Task	Explanation of Proposed Adjustment	FG Collective Bargaining NA	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Reallocation of Resources
<b>Regional Operations</b>						
Program Management	Implementation of Financial Shared Services	0	0	0	(67)	0
		0	0	0	(67)	0
Community Government Grants & Contributions	Property Tax Revenue Grant Program	0	0	0	(119)	0
	Community Gov't O&M Funding	0	1,370	0	0	0
	Water and Sewer Funding Operations	0	1,221	0	0	0
	Water and Sewer Funding Classification	0	413	0	0	0
	Grants-in -Lieu of Property Taxes	0	223	0	0	0
		0	3,227	0	(119)	0
<b>Total for Regional Operations</b>		<b>0</b>	<b>3,227</b>	<b>0</b>	<b>(186)</b>	<b>0</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>0</b>	<b>3,227</b>	<b>0</b>	<b>(421)</b>	<b>0</b>

**Major Revenue Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

(thousands of dollars)		
Revenue Item	2012-13 Main Estimates	2013-14 Business Plans
<b>General Revenues</b>		
Lottery Licences	75	50
Collection Agency Fees	-	7
Business Licences	34	31
Land Document Fees	10	7
Real Estate Agents and Salespersons	5	3
Vendor/Direct Seller Licences	10	13
Plan Review Fees	31	15
Registration Fees	75	68
<b>Transfer Payments</b>		
Joint Emergency Preparedness	90	-

**Proposed Adjustments to Grants and Contributions: 2012-13 Main Estimates to 2013-14 Business Plan**

(thousands of dollars)							
Key Activity	Explanation of Proposed Adjustment	2012-13 Main Estimates	Forced Growth	New Initiatives	Sunsets and Other Approved Adjustments	Internal Re-allocation	2013-14 Business Plan
<b>Public Safety</b>							
Community Government Grants & Contributions	Ground Ambulance Program	0			200		200
<b>Total for Public Safety</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>200</b>
<b>Regional Operations</b>							
Community Government Grants & Contributions	Property Tax Revenue Grant Program				(119)		(119)
Community Government Grants & Contributions	Community Gov't O&M Funding		1,370				1,370
Community Government Grants & Contributions	Water and Sewer Funding Operations		1,221				1,221
Community Government Grants & Contributions	Water and Sewer Funding Classification		413				413
Community Government Grants & Contributions	Grants-in -Lieu of Property Taxes		223				223
<b>Total for Community Operations</b>		<b>0</b>	<b>3,227</b>	<b>0</b>	<b>(119)</b>	<b>0</b>	<b>3,108</b>
<b>TOTAL PROPOSED ADJUSTMENTS</b>		<b>0</b>	<b>3,227</b>	<b>0</b>	<b>81</b>	<b>0</b>	<b>3,308</b>

**APPENDIX II – HUMAN RESOURCES RECONCILIATION**

**Position Changes: 2012-13 Main Estimates to 2013-14 Business Plan**

	<b>Number of Positions</b>	<b>Location</b>	<b>Total</b>
<b>2012-2013 Main Estimates</b>	116		116
<b>Reductions:</b>			
	-	-	-
<b>Forced Growth:</b>			
	-	-	-
<b>Internal Reallocation:</b>			
	-	-	-
<b>New Positions:</b>			
Devolution Coordinator*	1	Yellowknife	1
<b>Total Proposed Positions 2013-14 Business Plan</b>	117		117
<b>Increase (Decrease)</b>	1		1

\*funding for the Devolution Coordinator position is in Department of Executive’s budget

### **APPENDIX III – INFRASTRUCTURE INVESTMENTS**

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 is currently implementing the Infrastructure Stimulus Fund and the Building Canada Plan. Under these federal infrastructure funding programs, MACA enters into project specific 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. 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.

**Government of the Northwest Territories  
Annual Business Plan  
2013-2014**

## **1. INTRODUCTION**

This annual business plan is an integral part of overall planning within the Government of the Northwest Territories (GNWT). It provides details on the activities that will be undertaken during 2013-14 to advance the vision, goals and priorities developed and agreed to by all Members of the 17<sup>th</sup> Legislative Assembly under the theme of *Believing in People and Building on the Strengths of Northerners*.

### ***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.

**Strengthen and diversify our economy** by making strategic infrastructure investments such as the Inuvik-Tuktoyaktuk highway, the Mackenzie Fibre Optic 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 designed to advance these priorities, as well as continuing to support the ongoing core business of government. Seven Committees of Cabinet coordinate activities that are cross-departmental, cross-government or broader than cross-government.

The Committees of Cabinet and their objectives are:

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

**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.

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



To demonstrate the GNWT's commitment to transparency and accountability in these times of global uncertainty and instability, the Premier has, for the first time, made public the mandate letters to Ministers that outline their key strategic objectives and priority actions. The mandates follow the vision, goals and priorities of the 17<sup>th</sup> Legislative Assembly and are also operationalized through the work of departments.

The 2013-14 departmental plans include a brief discussion on emerging issues in the operating environment that directly impacts their program and service delivery. They also include descriptions of key activities and details about the 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. A Resource Summary, including financial details and summary of human resources and infrastructure investments is also provided.

## 2. EMERGING ISSUES

### *Economic conditions*

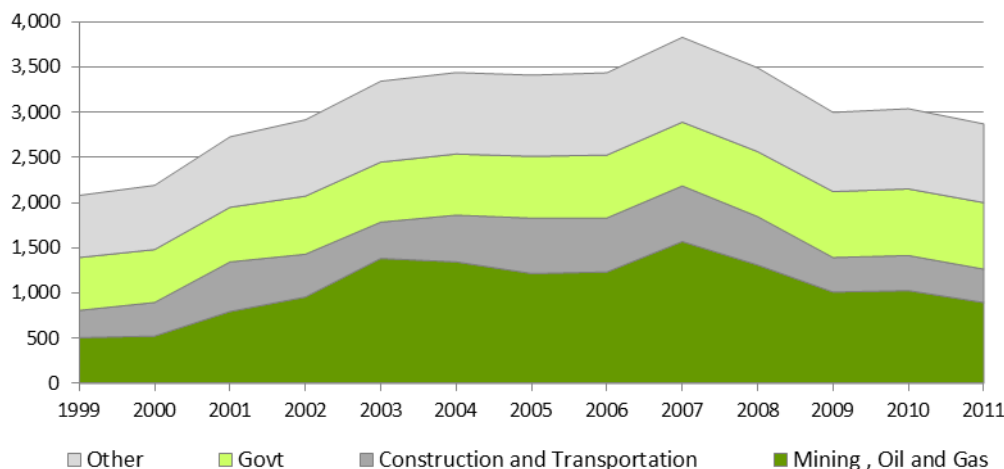
The territory has experienced limited economic growth in recent years and has been affected by the global recession after a number of years of unprecedented economic growth with the development of the diamond industry and the potential presented by the proposed development of the Mackenzie Gas Project. The decline in mining, oil and gas exploration activities has also impacted industries such as 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. Specifically, NWT mineral exploration fell from 6.8% of the Canadian total in 2007 to 2.2% in 2011. On the other hand, public sector investment was higher than historical levels in the past two years because of stimulus funding and the Dehcho 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 as the rest of Canada. There was a sharp downturn in economic activity in late 2008, with signs that conditions levelled in early 2009 and began to recover in 2010. In 2010, the economy of the NWT grew by 1.3% while the national GDP growth was 3.4%. Last year, the NWT's GDP declined by 5.5% while at the same time the national GDP grew by 2.6% and the GDP of Nunavut and Yukon grew by 7.7% and 5/6% respectively.

*NWT Gross Domestic Product at Basic Prices by Select Industry*

Millions of Chained  
(2002) Dollars



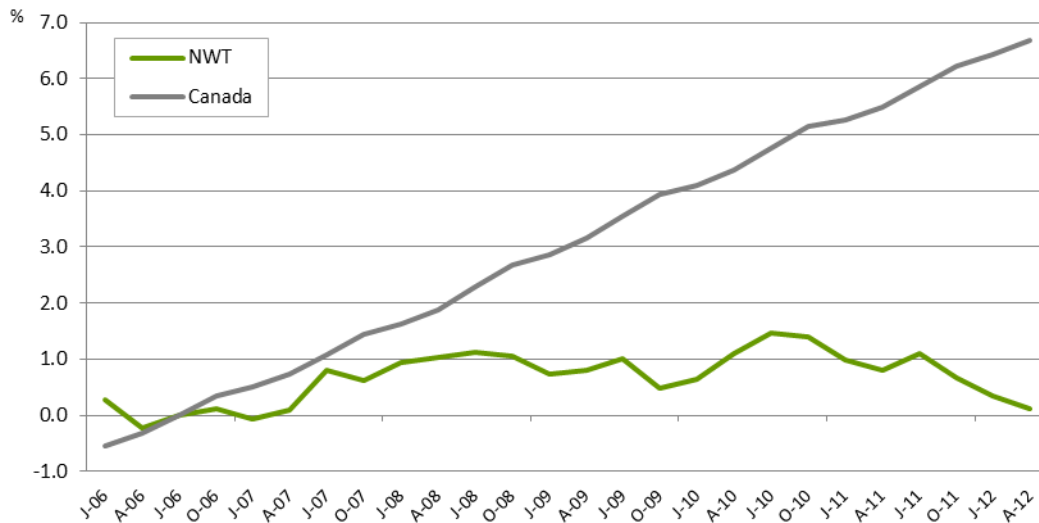
Despite last year's decline in GDP, brighter prospects are expected for this year and the next. Diamond production and activity associated with the known oil and gas potential in the Sahtu are expected to ramp up, increasing private investment spending and resulting in real GDP growth.

A new Mineral Development Strategy and an Economic Development Strategy will outline the GNWT's approach to take advantage of the opportunity for increased investment in the NWT. The focus of these strategies is to ensure the NWT's economy expands and grows in a sustainable manner, minimizing potential social and environmental impacts, and that all regions and communities in the NWT benefit from that economic growth.

### Population

Overall population growth in the Northwest Territories has flattened in recent years. With declining birth rates, inter-provincial migration is now the most critical component of population growth in the territory. The lack of overall population growth has a direct relationship with economic growth, as well as significantly impacting the Territorial Financing Formula with the Government of Canada.

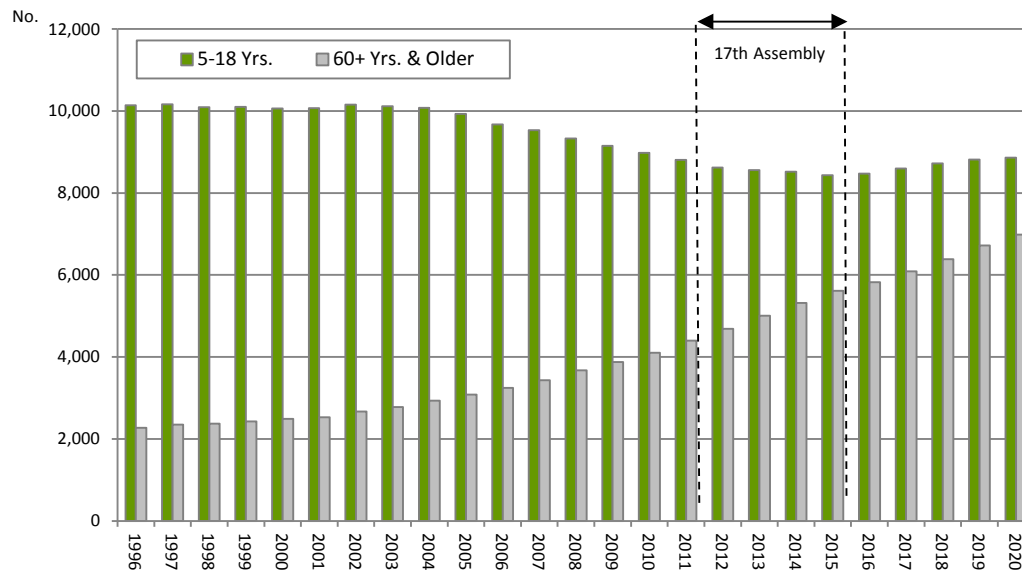
Change in Population Since 2006, NWT and Canada



There have been significant changes in age structure and community-level population growth rates that are likely to continue. The number of residents 60 years of age and over is expected to increase by 33.6% between 2011 and 2016. A trend towards urbanization continues: between 2001 and 2011, the Aboriginal population in Yellowknife grew by 18.9% while in the three largest regional centres (Fort Smith, Hay River and Inuvik) the growth of the Aboriginal population was 7.4% and only 1.9% in other smaller communities. Changes in age structure and different growth rates by community can impact the type and location of demand for government programs and services.

## Government of the Northwest Territories

Changing Age Structure, (1996-2020)



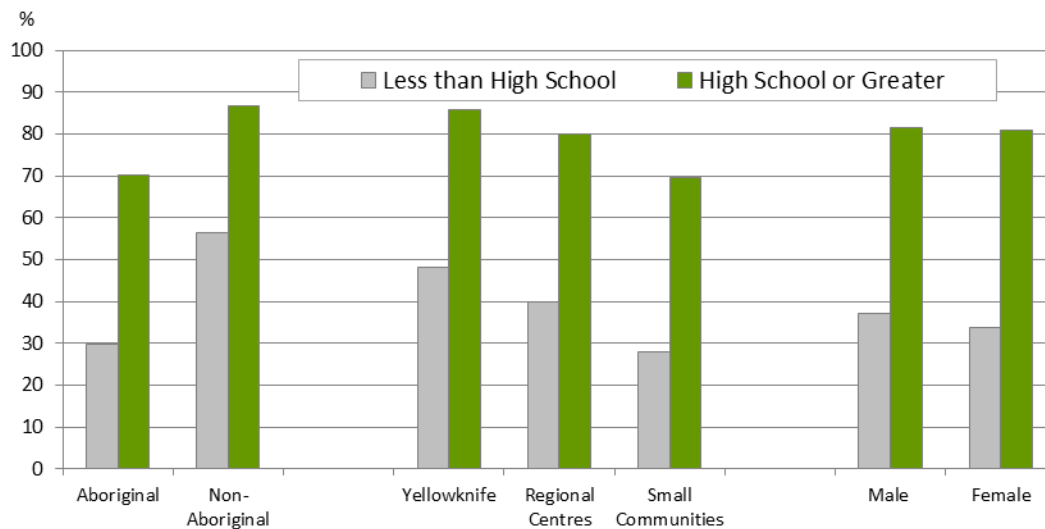
## Employment

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 by 3.6% this year, and another 4% in 2013.

The overall employment rate in the Northwest Territories continues to be higher than the average employment rate for Canada. In 2011, the territorial employment rate was 70.7% compared to the national employment rate of 61.8%. Despite a 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. In Yellowknife, the employment rate was 80.7% while in smaller communities, it was 59.3%.

As employment rates for those who have graduated from high school are almost double the rates of those who have not, regardless of ethnicity, geography or gender, it is clear that education levels are the most direct indicator of employment. High school graduation rates in the NWT, 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.

Employment Rate by Highest Level of Schooling (2009)



### *Decentralization*

Decentralization represents an opportunity to equitably distribute public service employment and associated economic benefits across the NWT. The GNWT is looking at ways this can be accomplished recognizing its overarching responsibility of fairness to its staff and the need for continued effective and efficient delivery of programs and services.

Immediate opportunities for decentralization have been identified and approved in various departments. The following decentralization initiatives will be implemented in 2013-14:

#### Single Window Service Centres Government Service Officer Positions

##### Executive

Executive will utilize existing funding from a vacant Regional Operations Supervisor position in Inuvik, as well as other O&M funding, to fund 3 Government Service Officer positions that will support part-time Government Service Centres in Tsiigehtchic, Wrigley and Fort Resolution.

#### Communications Officer – Liquor Licensing and Enforcement

##### Finance

Finance will establish a new Communications Officer in Hay River to provide corporate communications services to the Northwest Territories (NWT) Liquor Licensing & Enforcement Division, as well as the NWT Liquor Commission. The funding to support this position will be provided from liquor revenues.

#### Functional Recruitment Officer and Help Desk Supervisor

##### Human Resources

## *Government of the Northwest Territories*

Human Resources will transfer a Functional Recruitment Officer position located in Yellowknife to Inuvik and the reallocate existing resources (i.e. Contracts base funding from Corporate Human Resources Division provided for the 20/20 Stabilizing Human Resources Service Delivery) to establish a new HRHelpDesk Supervisor position to be located in Inuvik.

### Business Incentive Policy (BIP) Monitoring Office

Industry, Tourism and Investment

The BIP Monitoring Office will move from Yellowknife to Hay River. Included are four positions as follows: Manager, GNWT Procurement, Policy, Reporting and Standards; Senior Contract Reporting Officer; Contract Reporting Officer and a BIP Registrar.

### Enhancement to Regional Operations and North Slave Youth Officer

Municipal and Community Affairs

Municipal and Community Affairs (MACA) will re-profile funding of \$408,000 for three existing Mackenzie Gas Pipeline (MGP) positions located in Yellowknife, as well as combining resources retained in MACA as a result of Shared Financial Services (SFS) implementation, and will establish five Assistant Regional Superintendent positions to continue to provide strong financial management within the department while supporting community governments on their accountability requirements and with managing the opportunities and impacts associated with resource exploration and development. These positions will be located in Inuvik, Norman Wells, Behchoko, Fort Simpson and Fort Smith.

MACA will create a new Youth Officer position for the North Slave region and will redefine the Yellowknife Youth Officer position to focus on territorial coordination across all youth-related functions within the department.

### Community Wellness Coordinators

Health and Social Services

Health and Social Services will fund two community wellness coordinator positions, one in each of Fort Smith and Inuvik, through the re-profiling of \$300,000 funding provided for travel, and research/writing to support a 6-month Ministers Forum to travel to communities to explore the most effective community-based programming approaches, the results of which would identify ongoing investments to support effective community-based programming for addictions.

As well, currently there are significant vacant regional positions. As such, a regional recruitment strategy is being developed to maximize local and community access to these employment opportunities, correlated to labour force availability.

In the mid-term, there may be opportunities for decentralization related to the devolution of land and resource management responsibilities from the Government of Canada to the

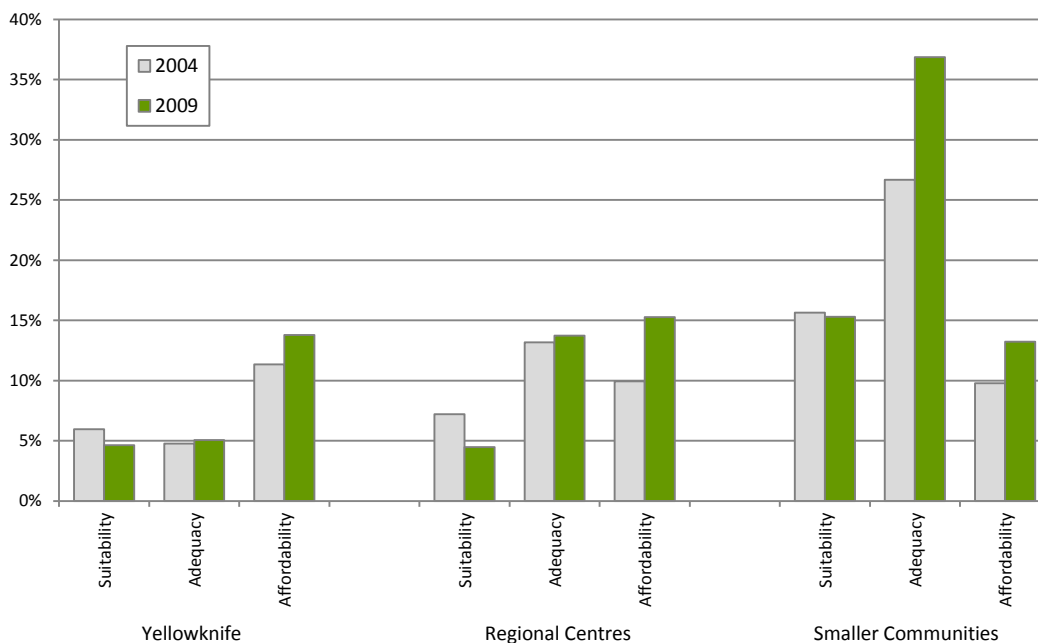
Government of the Northwest Territories. The organizational design work being undertaken in support of devolution will be guided by the principal of taking advantage of opportunities that devolution may present. Availability of housing and office space, human resource and cost implications as well as matching skills are all considerations in longer term planning for decentralization as to is the recognition that these constraints affect Aboriginal governments, community governments and industry.

*Social Conditions*

Social conditions in many areas have shown improvement in recent years and work undertaken in 2013-14 is planned to ensure this trend continues.

With 65.4% of households in smaller communities, 33.5% of households in regional centres and 23.5% of household in Yellowknife having some sort of housing problems in 2009, improving housing conditions is an important priority for the 17<sup>th</sup> Legislative Assembly. *Building for the Future: Northern Solutions for Northern Housing* is the government’s strategic framework that will guide its actions aimed at improving housing conditions in the NWT. The framework was released in April 2012 and identifies strategic priorities and actions that will address the spectrum of need from homelessness to homeownership over the long term.

*Housing Problems by Community Type (2004 and 2009)*



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. Similarly, fewer NWT residents eat healthy amounts of fruits and vegetables than do residents in general in Canada.

## *Government of the Northwest Territories*

As evidenced in the latest NWT Health Status Report, a high incidence of mental health challenges in our population continues to be a problem. The 2009 NWT Addictions Survey shows that the high rate of substance use continues to be a concern across the Territory. Mental health issues quite often lead to substance abuse and vice versa, with 58% of hospitalizations for mental illness caused by substance related disorders.

The crime rate in the NWT is about eight 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 largely driven 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, such as breach of probation, all of 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 considerable disparity in income distribution by community type. In 2009, 16.7% of families in the NWT had a total annual household income under \$30,000. Broken down further, 10.1% of families in Yellowknife, 17.5% of families in the regional centers of Hay River, Inuvik or Fort Smith, and 26.5% of families in the smaller communities reported having had under \$30,000 in annual income.

The government is working collaboratively with stakeholders from across the NWT to develop a plan to improve the well-being and self-reliance of Northerners and further reduce poverty in the territory. Efforts will focus on poverty related issues such as support for children and families, improved education and life skills, the housing situation, and jobs that provide a healthy standard of living.

## *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 Government of Canada to the GNWT. Transferring control of the NWT's natural resources from the Government of Canada to the GNWT will promote self-sufficiency and prosperity of the Territory and reduce its reliance on federal funding.

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. A great deal of planning is also needed to facilitate a smooth transition and effective implementation. It is expected that a devolution final agreement will be signed in 2012 and come into effect in 2014.



The GNWT remains committed to strengthening and renewing its relationship with Aboriginal government partners as evidenced in its Aboriginal Engagement Strategy titled: *Respect, Recognition, Responsibility: The Government of the Northwest Territories' Approach to Engaging with Aboriginal Governments*.

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 promote responsible and sustainable development that preserves both our environment and 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.

The development of a NWT Land Use and Sustainability Framework will guide GNWT decision making about land use matters in a consistent manner based on clear interests now and after devolution. As a first step, the GNWT has released and invited comments and input on a Land Use and Sustainability Framework discussion paper which lays out its vision, principles and land interests. Public feedback on the discussion paper will help create a relevant, responsive and balanced framework.

### *Infrastructure*

Territorial infrastructure has been improved and expanded, but aging infrastructure, high construction costs and sunsetting federal programs 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, in many areas, 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. However, with the continuation of the gas tax which has now been legislated, the GNWT is advancing negotiations with Canada on the renewal of the federal government's Building Canada Plan.

The GNWT's increased borrowing limit will help it 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 Fibre Optic link and hydro initiatives. Preparatory work on those initiatives is underway. Similarly, the GNWT remains committed to investing in community governments to address their infrastructure priorities.

### 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 2013-14 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>○ Implement the 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 and Sustainability 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 Greenhouse 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: Increase employment opportunities where they are most needed**

<i>Priority Actions</i>	<i>Activities</i>
<ul style="list-style-type: none"> <li>○ Decentralizing more GNWT positions</li>   <li>○ Reducing dependency on government by encouraging people who are able to enter or remain in the workforce</li>   <li>○ Supporting childcare programs to help parents become or stayed employed</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop a regional recruitment strategy to maximize local and community access to current employment opportunities.</li>   <li>○ 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.</li>   <li>○ Income Security Policy Framework and Income Security programs encourage people to pursue activities that lead to self-reliance.</li>   <li>○ Develop and implement an action plan in response to recommendations from Adult Literacy and Basic Education Review to better assist adults to acquire skills needed for self-reliance.</li>   <li>○ Work with partners to implement NWT Labour Force Development Framework to address training needs in regions and communities.</li>   <li>○ Collaboratively with stakeholders develop an NWT Anti-poverty strategy based on the priorities of the 17th Assembly.</li>   <li>○ Maximize northern employment, training, community wellness and business benefits through socio-economic agreements from industry.</li>   <li>○ Support employment and training in small communities (Small Community Employment Supports Program)</li>   <li>○ Provide early childhood development programs and services.</li>   <li>○ Child Care Subsidies financially assist parents with the cost of childcare while parents are working, attending school or taking training.</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 Fibre Optic 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</li> <li>○ Supporting the traditional economy</li> <li>○ Improving our regulatory processes</li> </ul>	<ul style="list-style-type: none"> <li>○ The 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.</li> <li>○ Continue to pursue P3 procurement approach to the Mackenzie Valley Fibre Optic Link.</li> <li>○ The draft Hydro Strategy includes environmental, engineering and financial analysis as well as alternative energy – solar, wind, biomass, geothermal</li> <li>○ Along with these major projects, the GNWT continues to invest in deferred maintenance projects as well as other programs such as the Capital Asset Retrofit Program that retrofits assets for energy efficiency.</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>○ 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 <i>Mackenzie Valley Resource Management Act</i> and</li> </ul>

<i>Priority Actions</i>	<i>Activities</i>
	<p>development of the <i>NWT Surface Rights Board Act</i>.</p> <ul style="list-style-type: none"><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>○ Implementing <i>Building for the Future: Northern Solutions for Northern Housing</i>, the GNWT's new strategic framework for housing.</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>○ <i>Building for the Future: Northern Solutions for Northern Housing</i> includes 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 NWTHC 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 calls for a return to surpluses to pay down the short-term borrowing incurred for capital investments over the past few years and to generate cash to invest in future infrastructure projects. In order to accomplish this, expenditure growth, net of compensation increases, will be capped at 2 per cent. The GNWT share of capital investment will continue to be held at \$75 million. The proposed 2013-14 Operations Expenditures support this strategy.

The draft 2013-14 Annual Business Plans propose Operations Expenditures totalling \$1.428 billion. This represents growth of about 1.25% from the 2012-13 Main Estimates. Not included in these Business Plans is the financial impact associated with the new Collective Agreement with the Union of Northern Workers. The estimated adjustment for salary increases is approximately \$10 million and when added to Operations Expenditures, represents growth of 1.96%.

The proposed 2013-14 Operations Expenditures includes \$29.0 million for Forced Growth, \$16.4 million for Initiatives and Other Adjustments and offset by \$26.4 million in sunsets.

Total revenues for the 2013-14 fiscal period are forecast to be \$1.594 billion, which is a 4.61% increase from the 2012-13 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)**

	2012-13						2013-14				
	Main Estimates	Transfers and Restatements	Sunsets	Reductions	Initiatives	Other Adjustments	Forced Growth	Amortization Requirements	Business Plans	Increase/ (Decrease)	Percent Change
LA	18,508	-	-	-	-	-	-	-	18,508	-	0.00%
Executive	22,862	-	(9,301)	-	6,071	-	584	-	20,216	(2,646)	-11.57%
HR	42,796	(1,278)	(344)	-	-	-	439	-	41,613	(1,183)	-2.76%
AAIR	7,304	-	-	-	-	-	-	(15)	7,289	(15)	-0.21%
Finance	76,663	831	(6,589)	-	-	250	1,731	-	72,886	(3,777)	-4.93%
NWTHC	65,458	(46)	(758)	-	-	-	1,540	-	66,194	736	1.12%
MACA	95,533	(67)	(554)	-	-	200	3,227	-	98,339	2,806	2.94%
PW&S	93,682	3,843	(1,760)	-	-	4,920	4,282	(560)	104,407	10,725	11.45%
H&SS	349,926	(2,811)	(2,358)	-	-	1,267	5,091	-	351,115	1,189	0.34%
Justice	113,674	-	(588)	-	-	590	1,801	-	115,477	1,803	1.59%
ECE	289,107	(68)	(910)	-	-	1,128	3,502	-	292,759	3,652	1.26%
DOT	120,415	(195)	-	-	-	-	1,685	-	121,905	1,490	1.24%
ITI	49,560	(104)	(2,356)	-	-	-	799	(41)	47,858	(1,702)	-3.43%
ENR	65,693	(105)	(950)	-	1,700	285	3,803	(178)	70,248	4,555	6.93%
	<b>1,411,181</b>	<b>-</b>	<b>(26,468)</b>	<b>-</b>	<b>7,771</b>	<b>8,640</b>	<b>28,484</b>	<b>(794)</b>	<b>1,428,814</b>	<b>17,633</b>	<b>1.25%</b>

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

	<b>2012-13 Main Estimates</b>	<b>2013-14 Business Plans</b>	<b>Increase (Decrease) from 2012-13 Main Estimates</b>	<b>Percentage Change from 2012-13 Main Estimates</b>
Legislative Assembly	18,508	18,508	-	0.00%
Executive Offices	22,862	20,216	(2,646)	-11.57%
Human Resources	42,796	41,613	(1,183)	-2.76%
Aboriginal Affairs and Intergovernmental Relations	7,304	7,289	(15)	-0.21%
Finance	76,663	72,886	(3,777)	-4.93%
NWT Housing Corporation	65,458	66,194	736	1.12%
Municipal and Community Affairs	95,533	98,339	2,806	2.94%
Public Works and Services	93,682	104,407	10,725	11.45%
Health and Social Services	349,926	351,115	1,189	0.34%
Justice	113,674	115,477	1,803	1.59%
Education, Culture and Employment	289,107	292,759	3,652	1.26%
Transportation	120,415	121,905	1,490	1.24%
Industry, Tourism and Investment	49,560	47,858	(1,702)	-3.43%
Environment and Natural Resources	65,693	70,248	4,555	6.93%
	<b>1,411,181</b>	<b>1,428,814</b>	<b>17,633</b>	<b>1.25%</b>