



# **Annual Business Plan**

**2016-2017**

**Government of the  
Northwest Territories**



Government of    Gouvernement des  
Northwest Territories    Territoires du Nord-Ouest



## 1. INTRODUCTION

The 18<sup>th</sup> Legislative Assembly implemented a transparent and accountable approach to the establishment of its Priorities and Mandate. For the first time in the history of the Government of the Northwest Territories (GNWT), the Assembly set out a Mandate that was tabled in the Legislative Assembly for consideration and debate. The establishment of the Mandate followed a Process Convention on Priority Setting and Reporting agreed to by the Caucus of the 18<sup>th</sup> Legislative Assembly.

In accordance with the Process Convention, Caucus first established the priorities of the 18<sup>th</sup> Legislative Assembly for the forthcoming legislative term. Following the tabling of these priorities, the Executive Council established the Mandate of the GNWT, which identifies the actions and initiatives the government commits to take for the legislative term.

The 2016-17 business plans are an integral part in taking action on the Priorities and the Mandate. In accordance with the Planning and Accountability Framework (PAF) under the *Financial Administration Act (FAA)*, the purpose of a government business plan is to inform the Members of the Legislative Assembly and residents of the planned objectives for each department. The business plans support the Priorities and advances the commitments made in the Mandate. The business plans outline issues and challenges faced by a department, as well as the human and fiscal resources allocated to deliver the plan.

### VISION

An NWT where our people can thrive and be healthy, where a well-managed environment contributes to our economic wellbeing and quality of life, and where a strong economy provides jobs and opportunities for our communities as well as funding for government programs.

### PRIORITIES OF THE 18<sup>th</sup> LEGISLATIVE ASSEMBLY

**Governance: Improving Accountability, Transparency and Collaboration:** The 18<sup>th</sup> Legislative Assembly will change the way it does business

**Cost-of-living:** The 18<sup>th</sup> Legislative Assembly will lower the cost-of-living

**Education, Training and Youth Development:** The 18<sup>th</sup> Legislative Assembly will foster lifelong learning, skills development, training and employability

**Community Wellness and Safety:** The 18<sup>th</sup> Legislative Assembly will foster wellbeing and safety

**Economy, Environment and Climate Change:** The 18<sup>th</sup> Legislative Assembly will lead economic diversification and environmental stewardship in the NWT



## **COMMITTEES OF CABINET**

The GNWT is planning to undertake many activities and actions designed to advance these priorities and the mandate commitments, as well as continuing to support the ongoing core business of government. In support of the activities and actions, there has been eight Committees of Cabinet established. Committees of Cabinet consider issues in broad sectoral areas that often involve the mandates of multiple Ministers and departments. Cabinet Committee discussions help to coordinate the work of multiple departments, reduce internal silos and support Cabinet decision making.

The Committees of Cabinet and their mandates are:

**Community Wellness and Safety:** to provide an interdepartmental focus to identify issues, track efforts, coordinate policy, and offer recommendations to Cabinet or the Financial Management Board with respect to the Government's focus on:

- (a) Mental health and addictions;
- (b) Seniors aging in place;
- (c) Family and community wellness;
- (d) Improved nutrition;
- (e) Crime prevention and reduction;
- (f) Healthy lifestyles and community leadership for youth;
- (g) System sustainability and responsiveness.

**Cost of Living:** to provide an interdepartmental focus to identify issues, track efforts, coordinate policy and offer recommendations to Cabinet or the Financial Management Board with respect to the government's focus on:

- (a) Safe and affordable housing;
- (b) Solutions to address homelessness;
- (c) Food security;
- (d) Energy-efficient technologies in residential, commercial and public sectors;
- (e) Production and transmission of renewable and alternative energy;
- (f) Universal and affordable childcare; and



- (g) Obtaining federal investment to reduce the cost of living.

**Economy and Environment:** to provide an interdepartmental focus to identify issues, track efforts, coordinate policy, and offer recommendations to Cabinet or the Financial Management Board with respect to the Government's focus on:

- (a) Economic growth;
- (b) Transportation infrastructure;
- (c) Workforce development;
- (d) Supporting the mineral exploration and mining sector;
- (e) Partnerships with northern and Aboriginal businesses;
- (f) Invest in, and attracting investment in, renewable and non-renewable resources;
- (g) Improving the coordination and effectiveness of resource management systems; and
- (h) Land use and sustainability.

**Education, Training and Youth:** to provide an interdepartmental focus to identify issues, track efforts, coordinate policy, and offer recommendations to Cabinet or the Financial Management Board with respect to the Government's focus on:

- (a) Early childhood development;
- (b) K-12 support systems;
- (c) Post-secondary education, trades-orientated learning, and northern educational institutions;
- (d) Cultural education;
- (e) Revitalizing Aboriginal languages; and
- (f) Youth capacity building.

**Energy and Climate Change Committee of Cabinet:** to provide an interdepartmental focus to identify issues, track efforts, coordinate policy, and offer recommendations to Cabinet or the Financial Management Board with respect to the Government's focus on:

- (a) Collaboration with other governments and organizations on addressing climate change;
- (b) Options for climate change adaptation and mitigation;





- (c) Energy policy;
- (d) Making and incentivizing investments in alternative energy solutions; and
- (e) Communications about government approaches to energy and climate change issues.

**Governance:** to provide an interdepartmental focus to identify issues, track efforts, coordinate policy, and offer recommendations to Cabinet or the Financial Management Board with respect to the Government's focus on:

- (a) Resolving outstanding land claim and self-government agreements;
- (b) Working in partnership with Aboriginal governments;
- (c) Relationships with community governments;
- (d) Implementing the calls to action of the Truth and Reconciliation Commission that fall within the jurisdiction of the territorial government;
- (e) Advancing the principles and practices of open government; and
- (f) Seeing more women in elected office.

**Infrastructure Committee of Cabinet:** to provide an interdepartmental focus to identify issues, track efforts, coordinate policy, and offer recommendations to Cabinet or the Financial Management Board with respect to the Government's focus on:

- (a) Public and private infrastructure in the territory;
- (b) The strategic growth of infrastructure in the territory;
- (c) The maintenance and modernization of infrastructure in the territory;
- (d) Infrastructure planning and delivery.

**Priorities and Planning Committee of Cabinet:** The mandate of the Priorities and Planning Committee of Cabinet is to:

- (a) Track and monitor government progress in addressing the priorities of the 18<sup>th</sup> Legislative Assembly and the mandate of the Executive Council;
- (b) Recommend whole-of-government approaches and priorities for consideration by Cabinet and/or the Financial Management Board; and
- (c) Propose actions to ensure that government policies and initiatives are communicated in a manner that promotes awareness, openness and accountability.



## **DEPARTMENTAL BUSINESS PLANS**

Each of the departmental business plans includes a departmental overview. This section highlights the operating environment and emerging issues which have direct and substantial impacts on department's programs and services. The plans also include a summary of resources, both financial and human, needed to deliver the plan. Detailed appendices of financial information are also provided.

Each department has included the top relevant risks within their operating environment overview as identified through the Enterprise Risk Management (ERM) initiative. Departments have outlined the related action plans and mitigation strategies that have been identified or developed to mitigate these risks. The Department of Finance continues to take a leadership role in efforts to strengthen the GNWT culture of ERM by providing guidance through a cross departmental working group. ERM has been incorporated into the 2016-17 business planning process and will continue to be integrated into future GNWT planning processes.

The subsequent sections identify the Key Activities of the department including descriptions, goals, departmental highlights and performance measures reporting on these key activities. This section provides the activities in support of the Priorities and to the commitments made in the Mandate. Reporting of the performance measures are also intended to ultimately demonstrate how a key activity is responding to the Priorities and the commitments made in the Mandate.

The Financial Management Board approves the Departmental Business Plans and refers them to the respective Standing Committees. Each Minister then meets with the respective Standing Committee to discuss in detail the planned activities, actions and resources required to implement the plan. Any changes to the plan that result from the Business Planning review process would be implemented through the Main Estimates process. Through the Main Estimates review process in Committee of the Whole, the Legislative Assembly ultimately approves the required appropriations for each department to implement the plan for the fiscal year.

## **2. ENVIRONMENTAL SCAN**

The 18th Legislative Assembly will face two major challenges: a slowing economy and flat revenue growth projected over the next five years.

### ***Economic Outlook***

The NWT economy has experienced two years of growth, primarily because of activity related to the construction of a new diamond mine. However, this masks the reality that the economy is about 82 per cent of what it was before the global recession in 2008. Furthermore, economic activity is uneven, with southern NWT, especially the North Slave region, benefitting from mineral exploration and diamond mine activity, but other regions,



especially the Sahtu and Beaufort Delta regions, experiencing serious declines in economic activity. This economic slowdown has caused business opportunities to dry up and the population growth to remain relatively flat, as families leave to seek opportunities elsewhere.

The economic outlook for the NWT over the next five years is at best mixed. The scope and timing of new resource projects are uncertain: potential new mines are having difficulty obtaining financing and low prices have caused new oil and gas activity to be put on hold. For the foreseeable future, the NWT economy will depend on resource developments and at present, there are no potential projects large enough to replace the existing diamond mines when they stop operating. None of the existing diamond mines are projecting production past 2031. One mine went into care and maintenance in December 2015 and, without the decision to expand, another may close as early as 2020. Furthermore, resource development depends on resource exploration investments for future growth. A new mineral discovery may take more than two decades to become a developed and producing mine. Total mineral exploration investment intentions declined in 2015 compared to 2014 and very little oil and gas exploration has been undertaken over the past few years. Without exploration, new resource development does not happen.

The fragility in the global and Canadian economies is a major contributor to NWT economic and fiscal outlook risks. Events in the resource sector are strongly linked to the global economy and the prices for NWT resources are set in the global market. Both workers and capital can easily leave the NWT when the NWT economy slows down or another province experiences strong economic growth. The dominance of the resource sector means that what happens in the resource sector has a dramatic ripple effect on the rest of the economy in relatively short order.

The NWT economy has potential, and not just in the resource sector. Realizing this potential is restrained by the large infrastructure deficit. The GNWT needs to make investments to grow and diversify the economy and achieve the objectives set in the population growth and economic strategies, including fostering economic growth through infrastructure and exploration investment. Over the near term, projected activity will provide a holding pattern for the NWT economy that will allow for the opportunity to make the new investments required to ensure the longer term sustainability of the NWT economy.

### ***Fiscal Outlook***

The NWT population and the growth in the Canadian economy are the biggest influences on GNWT revenues. Current projections are for flat revenues over the period ending in 2019-20 while expenditures continue to grow. A slowing economy has reduced own-source revenue already, with downward revisions to corporate income tax, payroll tax, and resource revenue estimates in 2015-16.

The flat revenue outlook over the next five years means there are less fiscal resources to sustain programs, services and capital investments eventually leading to operating deficits



by 2018-19 if fiscal planning assumptions remain unchanged.

### ***Operating Surpluses and Capital Investment***

Operating surpluses are needed to fund at least half of the GNWT's annual capital investments, in accordance with the *Fiscal Responsibility Policy*. Without investments in capital including the preservation of existing assets, the GNWT will be hard-pressed to deliver programs and services to NWT residents and businesses. Infrastructure supports government programs such as economic development and job creation, health care and education, social services, transportation, justice, and environmental and wildlife conservation.

A decrease to operating surpluses and the possibility of deficits in the near-term, means that the amount of operating funds available for capital investments is reduced significantly. This would require the GNWT to incur a higher level of borrowing to maintain its level of capital investment, which would be unsustainable over the long run.

### ***Debt and the Borrowing Limit***

In 2015, the federally-imposed borrowing limit was increased from \$800 million to \$1.3 billion. This provides more flexibility to fund capital projects as long as the GNWT continues to follow the fiscal planning guidelines for responsible debt management under the *Fiscal Responsibility Policy*. These rules include funding at least half of capital investment with operating surpluses and restricting annual debt servicing payments (principal and interest) to five per cent of total revenue.

To better monitor and report on GNWT debt and borrowing, an annual Borrowing Plan that will include all the existing outstanding borrowing and projected borrowing requirements for the GNWT and public agencies will be tabled with the Main Estimates annually.

## **3. FISCAL OVERVIEW**

### ***Fiscal Strategy***

The 18th Legislative Assembly's dilemma is that it wants to make strategic investments in its priorities and yet needs to protect existing core programs and services to NWT residents, with limited fiscal options.

- Over 67 per cent of GNWT revenues come from the Territorial Formula Financing Grant, which relies on the growth in provincial/local government spending and NWT population growth relative to the national population growth for its escalation and is therefore largely beyond the Government's ability to influence. As provincial governments struggle to return to balanced budgets and deal with accumulated debt and the NWT population growth remains flat, growth in the Territorial Formula Financing Grant will also be slow to non-existent.



- Increasing taxes would not provide significant new revenue because of the small territorial tax bases but would raise the cost of living and doing business and discourage investment.
- Borrowing for infrastructure will mean higher future debt repayments and borrowing for operations is not fiscally sustainable.

Expenditure restraint will be necessary to maintain fiscal sustainability under the current fiscal outlook. Further, to encourage economic activity in the NWT, the GNWT needs to support economic development and population growth, which requires infrastructure investments to support resource development, diversify the economy, lower energy costs and in turn lower the cost of living and operating businesses in the NWT.

Going forward, the GNWT will need to do more to find ways to grow the economy so it can generate additional fiscal resources to continue to meet the difficult challenge of maintaining existing assets, improving housing stock, and meeting legislative requirements.

The GNWT is facing a situation where expenditures are growing and revenues are forecasted to be flat over the life of the 18<sup>th</sup> Legislative Assembly, which would result in an operating deficit by 2019-20. Unless the GNWT curtails expenditures and/or grows the economy by \$150 million over the next five years, the GNWT will continue to use short-term borrowing to pay for operating expenditures and to finance infrastructure investment.

Action is required to ensure long term fiscal sustainability and ensure the government remains within the provisions of the *Fiscal Responsibility Policy*. This policy confirms the commitment to responsible fiscal management in order to produce the operating surpluses required to fund at least half of future capital investments and ensure the government is on a path not to borrow for day to day operations in the future. Action now would ensure that future generations and governments are not burdened with the costs of the services being delivered and consumed today.

The 2016-17 business plan is the first step in implementing the fiscal strategy. Overall the 2016-17 plan proposes Operations Expenditures totaling \$1.65 billion. This represents a status quo operating budget equal to the 2015-16 Main Estimates. Total revenues for the 2016-17 fiscal year are forecast to be \$1.8 billion, which is approximately a 1 per cent reduction from the 2015-16 Main Estimates. This is primarily due to the decrease in the revenues from the Federal Government for the Inuvik Tuktoyaktuk Highway and non-renewable resource revenues. As the GNWT continues to implement the Fiscal Strategy, expenditure growth is projected to decline over the term of the 18<sup>th</sup> Legislative Assembly, resulting in moderate operating surpluses.

Taking action now will ensure that the GNWT is taking the initial steps to start linking expenditure growth to the changes in the Territorial Formula Financing Grant, resulting in



the GNWT returning to a more stable footing by the end of the 18<sup>th</sup> Legislative Assembly. This will provide the GNWT with the fiscal capacity needed to run day-to-day operations without borrowing to do so, leaving the fiscal flexibility to borrow for strategic infrastructure needed to facilitate growth in the economy.



### Continuity of 2015-16 Main Estimates to 2016-17 Business Plan

	2015-16 Main Estimates	Restatements	Sunsets	Reductions	Initiatives	Internal Transfers & Other Adjustments	Forced Growth	2016-17 Business Plans	Increase/ (Decrease)	Percent Change
LA	21,175	-	-	-	-	-	8	21,183	8	0.04
AAIR	9,340	-	-	(786)	-	-	-	8,554	(786)	(8.42)
ECE	309,786	(619)	(1,470)	(3,250)	6,668	-	1,137	312,252	2,466	0.80
ENR	85,981	-	(1,806)	(2,860)	2,211	-	6,030	89,556	3,575	4.16
Executive	11,335	444	-	(660)	851	-	16	11,986	651	5.74
Finance	125,894	22	-	(2,988)	8,775	-	499	132,202	6,308	5.01
H&SS	406,886	150	(8,996)	(2,239)	4,259	-	12,946	413,006	6,120	1.50
HR	24,324	(22)	(92)	(652)	-	-	28	23,586	(738)	(3.03)
ITI	65,677	(1,904)	(5,290)	(6,406)	4,482	-	61	56,620	(9,057)	(13.79)
Justice	128,797	1,355	(383)	(4,357)	472	-	874	126,758	(2,039)	(1.58)
Lands	29,268	-	(230)	(972)	133	-	29	28,228	(1,040)	(3.55)
MACA	103,477	-	-	(2,228)	-	-	2,291	103,540	63	0.06
NWTHC	85,368	572	(5,793)	(1,860)	3,458	-	389	82,134	(3,234)	(3.79)
PW&S	120,750	2	(545)	(4,004)	760	103	1,588	118,654	(2,096)	(1.74)
DOT	119,462	-	(200)	(1,365)	-	-	1,393	119,290	(172)	(0.14)
	1,647,520	0	(24,805)	(34,627)	32,069	103	27,289	1,647,549	29	0.00



### Comparison of 2015-16 Main Estimates to 2016-17 Business Plan

	2015-16 Main Estimates	2016-17 Business Plans	Increase (Decrease) from 2015-16 Main Estimates	Percentage Change from 2015-16 Main Estimates
Legislative Assembly	21,175	21,183	8	0.04
Aboriginal Affairs and Intergovernmental Relations	9,340	8,554	(786)	(8.42)
Education, Culture and Employment	309,786	312,252	2,466	0.80
Environment and Natural Resources	85,981	89,556	3,575	4.16
Executive Offices	11,335	11,986	651	5.74
Finance	125,894	132,202	6,308	5.01
Health and Social Services	406,886	413,006	6,120	1.50
Human Resources	24,324	23,586	(738)	(3.03)
Industry, Tourism and Investment	65,677	56,620	(9,057)	(13.79)
Justice	128,797	126,758	(2,039)	(1.58)
Lands	29,268	28,228	(1,040)	(3.55)
Municipal and Community Affairs	103,477	103,540	63	0.06
NWT Housing Corporation	85,368	82,134	(3,234)	(3.79)
Public Works and Services	120,750	118,654	(2,096)	(1.74)
Transportation	119,462	119,290	(172)	(0.14)
	<b>1,647,520</b>	<b>1,647,549</b>	<b>29</b>	<b>0.00</b>



# Departmental Business Plans 2016-2017

- **Aboriginal Affairs and Intergovernmental Relations**
- **Education, Culture and Employment**
- **Environment and Natural Resources**
- **Executive Offices**
- **Finance**
- **Health and Social Services**
- **Human Resources**
- **Industry, Tourism and Investment**
- **Justice**
- **Lands**
- **Municipal and Community Affairs**
- **Northwest Territories Housing Corporation**
- **Public Works and Services**
- **Transportation**



# Annual Business Plan

**2016-2017**

## **Aboriginal Affairs and Intergovernmental Relations**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

### 1. DEPARTMENTAL 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

- 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.
- The successful ongoing implementation and monitoring of land, resources and self-government agreements by ensuring all GNWT obligations within the agreements are met.
- Constructive and co-operative intergovernmental relations with federal, provincial, territorial, Aboriginal and foreign governments that are based on mutual respect.

#### KEY ACTIVITIES SUMMARY

- Corporate Management
- Implementation
- Intergovernmental Relations
- Negotiations

#### OPERATING ENVIRONMENT

The Department of Aboriginal Affairs and Intergovernmental Relations (DAAIR), on behalf of the Government of the Northwest Territories (GNWT), is responsible for representing the interests of all NWT residents in the negotiation and implementation of Aboriginal rights agreements, and through the GNWT's intergovernmental relations with Aboriginal, territorial, provincial and federal governments. This core business directly supports the 18<sup>th</sup> Legislative Assembly's priority of ***Governance: Improving accountability, transparency and collaboration***. The following highlights the departmental initiatives that are directly responding to this priority:



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

- **Implementing the GNWT's Aboriginal Government Engagement Strategy**

The Department continues to be responsible for providing strategic and policy advice to GNWT departments to support the coordination of the GNWT's overall Aboriginal government engagement work across multiple departments. The GNWT has developed a formal approach to engaging with Aboriginal Governments. 'Respect, Recognition, Responsibility' highlights the principles of engagement with Aboriginal governments, including the recognition of rights, building respectful relationships, and responsible and flexible government relationships. Fulfilling the GNWT's objective of building and maintaining stronger Aboriginal government relations involves a coordinated effort amongst all GNWT departments. DAAIR continues to work with all GNWT departments to ensure the proper implementation of the 'Respect, Recognition, Responsibility' initiative.

- **Concluding Land, Resources and Self-government Agreements**

Aboriginal rights negotiations are underway in all regions of the NWT as Aboriginal governments seek to confirm their Aboriginal and treaty rights in the NWT. The GNWT, as a full partner to these negotiations, continues to promote workable and affordable agreements that respect Aboriginal rights. The GNWT is presently engaged in 14 sets of negotiations that are either leading to the conclusion of a Framework Agreement, an Agreement-in-Principle, or a Final Agreement.

- **Negotiating Fiscal Agreements and Implementation Plans**

The department continues to participate in the development of implementation plans to accompany land, resources and self-government agreements currently under active negotiation. The level of participation ranges from providing advice to the GNWT negotiating teams to representing the GNWT in the negotiation of fiscal agreements and implementation plans to accompany land, resources and self-government agreements.

- **Implementing Settled Land, Resources and Self-government Agreements**

Effectively implementing land, resources and self-government agreements requires the ongoing commitment of all of the parties to an agreement. To ensure that the obligations and objectives set out in settled agreements are realized, the department monitors the ongoing completion by Departments of the activities required to fulfill territorial obligations, and participates in tripartite implementation committees to discuss and resolve ongoing challenges and barriers to the effective implementation of agreements.

- **Implementing the Devolution Agreement**

The Department is responsible for ensuring the effective ongoing implementation of the Devolution Agreement as well as the alignment of devolution implementation with intergovernmental relations strategies. This includes managing the addition of further Aboriginal parties to the Devolution Final Agreement.

In addition, the Department, in collaboration with the Department of Industry, Tourism and Investment, is responsible for leading the coordination of work required as negotiations respecting the management of offshore oil and gas resources in the NWT are undertaken, as



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

required by the *Northwest Territories Lands and Resources Devolution Agreement*. As negotiations advance, the GNWT will work to ensure that any proposed changes to oil and gas management in the NWT's offshore reflect the priorities of the people of the NWT.

- **Increasing the Number of Women Running for Elected Office in the NWT**

Increasing the role of women in leadership is not just about equality for women. It is about strengthening the territory for the benefit of all Northwest Territories residents. The GNWT is working with its federal, provincial, territorial and non-government partners to identify opportunities for increasing the representation of women on private and public sector boards in the NWT, and in trades and industry throughout the NWT.

### Enterprise Risk Management

The Department has integrated the Enterprise Risk Management (ERM) tool into its decision making practices to ensure that risks facing the department are clearly understood and that effective and appropriate mitigation strategies are in place. In applying ERM tool, the following core activities of the department were identified as having the highest potential exposure to risk:

1. **Representing the GNWT at all Aboriginal Rights Negotiations in the NWT:** Negotiating agreements that are not workable, affordable and respectful of Aboriginal rights could present political, financial, social and/or legal risks to the GNWT.
2. **Negotiation of Implementation Plans:** Negotiating implementation plans and financing agreements associated with Aboriginal rights agreements that are not workable, affordable and respectful of Aboriginal rights could present political, financial, social and/or legal risks for the GNWT.
3. **Advancing the Federal Engagement Strategy:** Not having the appropriate systems and resources in place to support the GNWT's efforts to advance its relationship with the federal government could risk not maximizing the political, financial, social and environmental opportunities for the GNWT, as well as to present political risks.
4. **Relationships with Aboriginal Governments:** Not having the appropriate systems and resources in place to support the consistent application of the principles outlined in the GNWT's approach to engagement with Aboriginal governments could present political risks to the GNWT.
5. **Consultation Advice/Support to Departments:** Not having appropriate systems and resources in place to support GNWT departments in fulfilling their legal obligation to consult Aboriginal governments and organizations could present political, legal and financial risks to the GNWT.

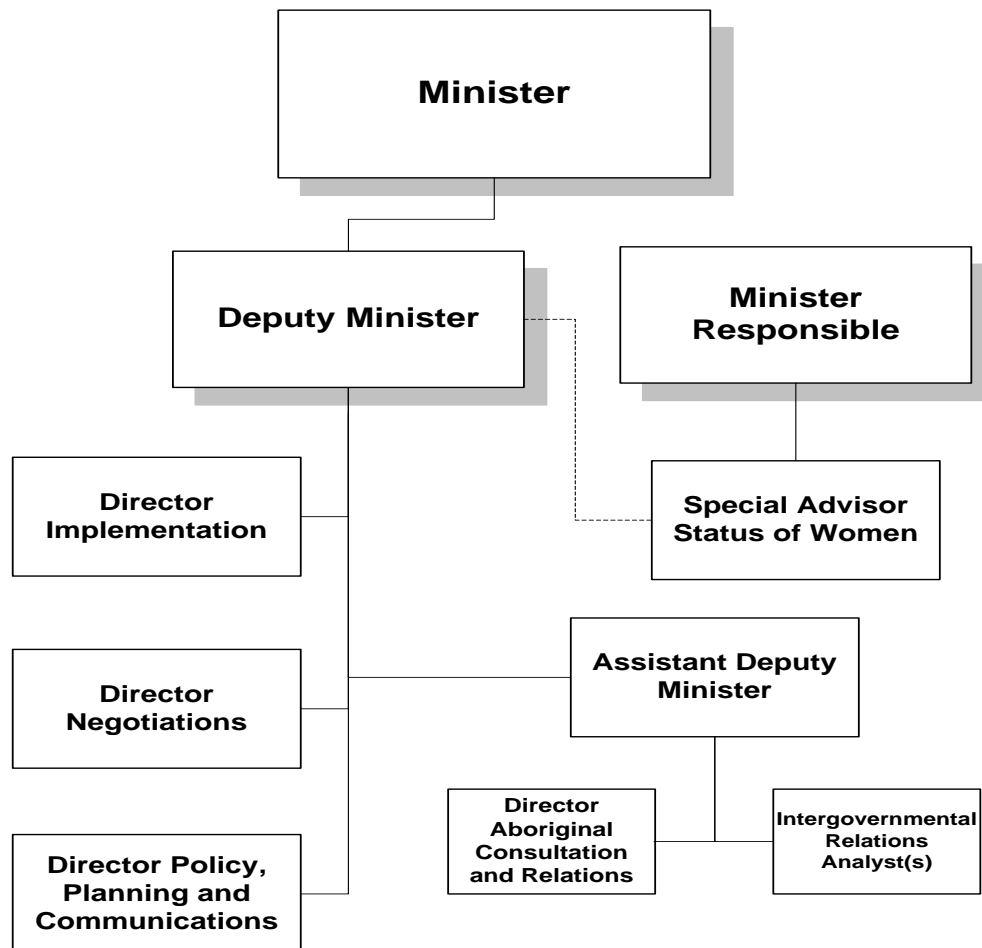
The Department has implemented a number of action plans and strategies to mitigate these risks. These include: aligning the GNWT's negotiating teams with the appropriate skills/experience and support with the complexities of each negotiating table; ensuring that the GNWT's negotiating mandates remain current and accurate through periodic reviews; proactively offering presentations



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

on self-government financing at all negotiating tables; streamlining its approach for working with GNWT departments on intergovernmental relations matters to provide enhanced support/consistency and build expertise; establishing a dedicated Aboriginal Consultation and Relations division to be more effective in ensuring that appropriate leadership and support is available to all departments in maintaining relationships with Aboriginal governments and in fulfilling their legal duty to consult.

### Organizational Chart







## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

### **Zero Base Review Exercise**

The Department is currently conducting a zero base review (ZBR) exercise of all departmental operations. The ZBR is a systematic review and evaluation of the programs and services currently provided by the department. The ZBR approach includes the following steps: collecting data and other base line information; identifying opportunities for improvement through increased efficiencies and/or more effective delivery; undertaking a more in-depth analysis of these opportunities; developing recommendations supported by a business case; and completing a final report and implementation plan, if warranted. Any recommendations that are approved for implementation will be included 2017-18 business planning process.



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

### 2. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Corporate Management	3,873	4,018	4,018	4,763
Implementation	553	723	723	540
Intergovernmental Relations	1,930	2,040	1,990	1,633
Negotiations	2,198	2,609	2,609	1,998
<b>Total</b>	<b>8,554</b>	<b>9,390</b>	<b>9,340</b>	<b>8,934</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	6,020	6,486	6,486	5,892
Grants and Contributions	1,445	1,555	1,555	1,559
Other	1,089	1,349	1,299	1,483
Amortization	-	-	-	-
<b>Total</b>	<b>8,554</b>	<b>9,390</b>	<b>9,340</b>	<b>8,934</b>
<b>Revenues</b>	-	-	-	-

#### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	39	43
Regional / Area Offices	-	-
Other Communities	-	-
<b>Total</b>	<b>39</b>	<b>43</b>



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

### 3. KEY ACTIVITIES

#### Key Activity 1 – Corporate Management

##### DESCRIPTION

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

The **Women's Advisory** unit supports the Minister Responsible for 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 **Policy, Planning and Communications** division provides policy and communications 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 supports the Minister of Aboriginal Affairs and Intergovernmental Relations in the context of federal-provincial-territorial-Aboriginal (FPTA) relations, with particular focus on the Aboriginal Affairs Working Group.

##### DEPARTMENTAL HIGHLIGHTS

This Key Activity supports the 18<sup>th</sup> Legislative Assembly priority of ***Governance: Improving Accountability, Transparency and Collaboration*** by supporting the work to advance, finalize and implement land, resources and self-government agreements in the NWT and supporting initiatives designed to increase the number of women running for elected office in the NWT. The initiatives undertaken in support of this Key Activity also directly supports the ***Cabinet Mandate*** of:

- In collaboration with the Department of Industry, Tourism and Investment, pursue an agreement with the federal government on the management of offshore resources; and
- Support and participate in a National Roundtable and National Inquiry into Murdered and Missing Indigenous Women in collaboration with families, Aboriginal governments, the federal government, and other organizations.

##### **Implementing the Devolution Agreement**

A key activity of the Directorate is ensuring the effective ongoing implementation of Devolution Agreement as well as the alignment of devolution implementation with intergovernmental relations strategies. This includes managing the addition of further Aboriginal parties to the Devolution Final Agreement.



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

In addition, the department, in collaboration with the Department of Industry, Tourism and Investment, is responsible for leading the coordination of work required as negotiations respecting the management of offshore oil and gas resources in the NWT are undertaken, as required by the *Northwest Territories Lands and Resources Devolution Agreement*. As negotiations advance, the GNWT will work to ensure that any proposed changes to oil and gas management in the NWT's offshore reflect the priorities of the people of the NWT.

### **GNWT Point of Contact on Women and Gender-Based Issues**

The Women's Advisory unit is responsible for advancing women's equality issues both within and outside of the NWT by maintaining close contacts with women's groups and agencies such as the Status of Women's Council of the NWT and the Native Women's Association of the NWT and the Federal/Provincial/Territorial Status of Women Senior Officials. This ensures that women's equality issues are taken into consideration during government decision-making and that the GNWT responds quickly and effectively to concerns raised by women's groups and agencies at the Territorial and national level.

The Women's Advisory unit will administer grants and contributions provided to non-profit groups; will collaborate with federal, provincial and territorial Status of Women officials on initiatives and events of joint interest; and will work with non-government partners to address priority issues around women's equality in the NWT, including dealing with family violence, supporting women in leadership in non-traditional occupations and encouraging women's participation in the electoral and political process.

### **Increasing the Number of Women Running for Elected Office in the NWT**

Increasing the role of women in leadership is not just about equality for women. It is about strengthening the territory for the benefit of all Northwest Territories residents. The GNWT is working with its federal, provincial, territorial and non-government partners to identify opportunities for increasing the representation of women on private and public sector boards in the NWT, and in trades and industry throughout the NWT.

The GNWT, through the Department of the Executive, has recently implemented a board registry which will assist in reviewing the participation of women on private boards. A similar initiative to ensure the presence of women on public sector boards still needs to be implemented. FTP ministers have also agreed to apply an Aboriginal lens to their work on increasing the presentation of women on private and public sector boards.

In the area of women in trades and industry, the GNWT is participating in the Advancing Women in Trades project, funded by the Status of Women Canada, and being undertaken by the Canadian Apprenticeship Forum. The NWT is a member of this working group. The purpose of this initiative is to study women in rural, remote, and northern communities. The goal of the project is to increase opportunities to advance women's recruitment and retention in the trades by encouraging employers to hire and retain women and offering ways for employers and women to connect.

### **Missing and Murdered Indigenous Women and Girls**

Provinces, territories, the federal government and Aboriginal organizations are working together to



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

address the issue of high numbers of missing and murdered Indigenous women and girls in Canada. In February 2016, the Minister Responsible for the Status of Women participated in the 2<sup>nd</sup> National Roundtable on Missing and Murdered Indigenous Women and Girls in Winnipeg. All parties to this year's Roundtable agreed to action-based collaboration on a number of priorities in the three theme areas of prevention and awareness, community safety, and culturally relevant policing measures and justice responses. The Northwest Territories remains committed in this work and to the principle that the best results are achieved through collaboration, particularly with the families most directly affected by the issue and the governments and organizations that represent them.

The federal government announced on December 8, 2015 its plan to launch a national inquiry into missing and murdered Indigenous women and girls. The GNWT will continue to work with the federal government, other provinces and territories, and National Aboriginal Organizations, as required, as the planning for the national inquiry progresses.

### **Development and Review of Negotiating Mandates**

As milestones at certain land, resources and self-government negotiations approach, the department, through the Policy, Planning and Communications division, 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.

### **Chairing the Aboriginal Affairs Working Group**

The department, through the Policy, Planning and Communications division, supports the Minister of Aboriginal Affairs and Intergovernmental Relations in Chairing the Aboriginal Affairs Working Group (AAWG). The NWT's Chairmanship is for a two-year period ending in the summer of 2016. The AAWG is comprised of Ministers of Aboriginal Affairs from all provinces and territories and the leaders of five national Aboriginal organizations (NAOs).

Chairing the AAWG has provided the opportunity to lead a national dialogue on issues impacting Aboriginal peoples across the country. It has also enabled the GNWT to highlight innovative initiatives taking place in the NWT within a national forum. Ministers and Leaders continue to call on the federal government to join the AAWG as a partner in advancing the work in the priority areas of education, economic development, ending violence against Aboriginal women and girls, housing and disaster mitigation. As the current Chair of the AAWG, the GNWT will continue to engage in dialogue with the federal government to encourage their full participation on the AAWG.



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

### Key Activity 2 – Implementation

#### 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.

#### GOALS

- Progress is made in finalizing implementation plans, financing agreements and joint program and service delivery arrangements associated with land, resources and self-government agreements in the NWT
- Ongoing GNWT implementation obligations and activities pursuant to settled land, resources and self-government agreements are met

#### DEPARTMENTAL HIGHLIGHTS

This Key Activity directly supports the 18<sup>th</sup> Legislative Assembly priority of **Governance: Improving Accountability, Transparency and Collaboration** by working to advance, finalize and implement land, resources and self-government agreements in the NWT. The initiatives undertaken in support of this Key Activity also directly supports the **Cabinet Mandate** of:

- Support the growth of Aboriginal business development corporations and the capacity of Aboriginal governments, through the completion and implementation of memoranda of understanding that reflect the economic opportunity objectives found in modern land claims.
- Work with Aboriginal governments to jointly develop their human resource capacity, for example by participating in and evaluating the existing pilot project with the Gwich'in Tribal Council; and

#### **Negotiating Fiscal Agreements and Implementation Plans**

The department continues to participate in the development of implementation plans to accompany land, resources and self-government agreements currently under active negotiation. The level of participation ranges from providing advice to the GNWT negotiating teams to representing the GNWT in the negotiation of fiscal agreements and implementation plans to accompany land, resources and self-government agreements. The division is currently actively participating at the following negotiating tables:





## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

- Inuvialuit Self-government Negotiations
- Gwich'in Self-government Negotiations
- Tulita 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
- Northwest Territory Métis Nation Land, Resources and Self-government Negotiations
- Norman Wells Land Corporation Self-government Negotiations
- Manitoba Denesuline Transboundary Negotiations
- Colville Lake Self-government Negotiations

### ***Intergovernmental Program and Service Delivery Arrangements with Self-governments***

The delivery of social envelope programs and services in a post self-government environment is a subject that continues to gain prominence in self-government implementation discussions. Recognizing that joint program and service delivery arrangements may play a key role in the implementation of self-government agreements, the department will continue to evaluate program and service delivery models that may be appropriate in different self-government contexts and supportive of the self-government aspirations of NWT Aboriginal governments.

The Inuvialuit have initiated discussions on program and service delivery, and have expressed an interest in ultimately negotiating a side agreement on programs and services to accompany their self-government agreement. The department will continue to work with the Inuvialuit to clarify Inuvialuit interests and discuss approaches to program and service delivery. In doing so, the department will also continue to work with departments to develop and assess program and service delivery models and approaches that may be feasible in the Beaufort-Delta region.

### ***Déliné Self-Government Pre-Effective Date Activities***

With the conclusion of Déliné self-government negotiations and the execution of the Déliné Final Self-government Agreement (FSGA), the parties have turned their attention to activities that will need to be completed in preparation for the September 1, 2016 effective date of the agreement. The tripartite Implementation Working Group is overseeing the completion of bilateral and joint pre-effective date activities and will keep the parties updated on progress towards the completion of each party's internal pre-effective date work. The GNWT is also working collaboratively with Déliné to determine where it may be able to provide support and assistance to Déliné in completing its pre-effective date activities. DAAIR and MACA continue to meet with Déliné's self-government team on a regular basis to discuss progress, issues and next steps.

### ***Review of the New Federal Approach to Financing Self-government***

Canada officially released its national *Fiscal Approach for Aboriginal Self-government Arrangements* on July 28, 2015. This policy reflects a more transparent approach for sharing key elements of self-government financing, including the treatment of own source revenue. Under Canada's new approach, funding for self-government will be determined based on published formulas, rather than negotiated pursuant to a confidential Cabinet mandate. The department is currently reviewing the policy framework to understand its potential impact on emerging NWT self-governments.





## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

### **Implementing Settled Land, Resources and Self-government Agreements**

Effectively implementing land, resources and self-government agreements requires the ongoing commitment of all of the parties to an agreement. To ensure that the obligations and objectives set out in settled agreements are realized, the department monitors the ongoing completion by Departments of the activities required to fulfill territorial obligations, and participates in tripartite implementation committees to discuss and resolve ongoing challenges and barriers to the effective implementation of agreements.

In fulfilling this role, the division provides support, information and guidance to Departments on matters related to treaty implementation, and relays successes and challenges encountered by the GNWT in fulfilling its obligations to its treaty partners. This two pronged approach to implementation has helped to ensure that the GNWT's one-time and time-specific obligations are completed and that ongoing obligations continue to be respected.

### ***Negotiating the Renewal of Implementation Plans***

Together with its treaty partners, the GNWT is in the process of finalizing renewed implementation plans to accompany the Gwich'in Comprehensive Land Claim Agreement and the Sahtu Dene and Métis Comprehensive Land Claim Agreement. The plans, which set the required actions and timing guidelines for the orderly and timely fulfillment of treaty obligations for the third ten-year implementation period of the agreements, are expected to be approved and in place by the end of 2016-17.

The current 10-year federal implementation funding commitment for the boards and committees established pursuant to Inuvialuit Final Agreement, and the GNWT and Yukon Government expired on March 31, 2014. Canada is completing a review of board funding in the NWT recognizing that there are core funding and capacity issues that need to be addressed. The review will inform Canada's financial mandate for the renegotiation of board funding levels in early 2016-17. The GNWT, Yukon Government and Inuvialuit Regional Corporation are currently negotiating new implementation funding agreements with Canada. Existing funding levels have been extended in the interim.

### ***Economic Measures***

Existing land, resources and self-government agreements contain provisions that address the parties desire to maintain and support traditional economies and advance the economic self-sufficiency of beneficiaries. In representing the GNWT on land, resources and self-government implementation committees, the Department will continue to work collaboratively with the other parties to the agreements, and with GNWT departments, to advance these objectives by undertaking initiatives such as the coordination of economic and contracting workshops to improve beneficiary access to and understanding of government economic development programs and contracting opportunities.



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

The Department will continue to encourage and work with Aboriginal governments in the development of their human resource capacity. The Gwich'in Tribal Council, GNWT and Canada have developed an intergovernmental Gwich'in Internship Program that will provide qualified Gwich'in candidates with on-the-job training, mentoring and skills development through consecutive one-year work placements with each government. The project is expected to employ nine interns in total, staggered over a five-year timeframe. The program began in September 2015, and the first GNWT placements will occur in 2017.

### ***Tłı̨chǫ Intergovernmental Services Agreement***

In early 2015, the GNWT and the Tłı̨chǫ Government completed a collaborative project to explore program and service delivery and governance options for the Tłı̨chǫ Community Services Agency (TCSA) in advance of the re-negotiation of the intergovernmental service arrangement (ISA), which was set to expire on August 3, 2015. The project provided a helpful forum for dialogue and the sharing of ideas and perspectives on joint program and service delivery arrangements in the self-government context. A three-year extension of the term of the ISA was set out in a record of decision of the Tłı̨chǫ Implementation Committee dated July 28, 2015 in order to allow sufficient time to complete the negotiation of a new ISA.

Working in collaboration with the Tłı̨chǫ Government and the Departments of Education, Culture and Employment, Health and Social Services and Justice, the department will continue to work collaboratively with its treaty partners on the renewal of an amended agreement that will advance the self-government aspirations of Tłı̨chǫ Citizens while providing for the efficient and effective delivery of programs and services to all residents of the region.

### ***Salt River First Nation Treaty Settlement Agreement***

The Department continues to participate in trilateral discussions with Canada and the Salt River First Nation with respect to the delivery of programs and services to Salt River First Nation members. While the responsibility of providing additional resources or enhancing programs on the reserve rests with Canada, the GNWT is currently examining options for improving the administration and delivery of programs and services.

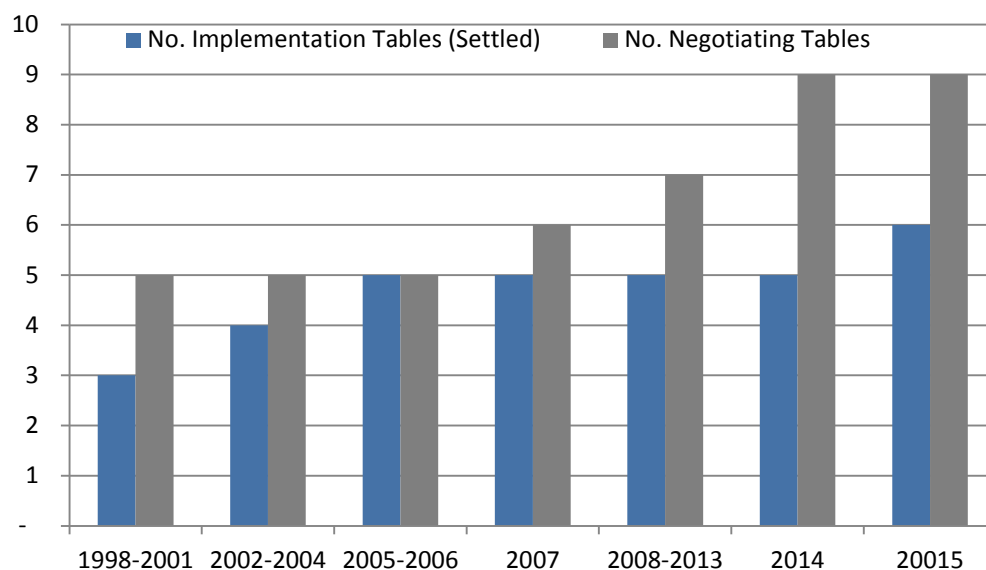


## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

### PERFORMANCE MEASURES

**Goal:** Progress is made in finalizing implementation plans, financing agreements and joint program and service delivery arrangements associated with land, resources and self-government agreements in the NWT

#### *Measure 1: Number of Negotiation and Implementation Tables Participated In*



**Implementation Tables:** The Implementation division provides the overall coordination of GNWT departmental implementation activities and obligations pursuant to all settled agreements in the NWT. Implementation Committees are established to oversee the implementation of the Agreements, monitor the status of activities and attempt to resolve implementation disputes arising between the parties. The Implementation Committees meet two or three times per year, maintain formal minutes of proceedings and pursue resolution of resulting “action items” raised by any of the parties.

**Negotiating Tables:** The Implementation division is responsible for negotiating implementation plans and related financing agreements, including incremental costs, associated with the land resources and self-government agreements that are under negotiation. As the negotiation of land, resources and self-government agreements progress to an advanced stage, the Implementation division’s participation at the negotiation table increases accordingly. The level of participation ranges from providing advice to the GNWT negotiating teams to representing the GNWT in the negotiation of fiscal agreements and implementation plans



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

### *Measure 2 - Milestones reached in negotiating implementation plans and fiscal agreements*

The trilateral Délı̨nę Implementation Working Group concluded the development of a pre-effective date plan to guide the completion of pre-effective date obligations set out in both the Délı̨nę AIP and Final Self-government Agreement.

As the negotiation of land, resources and self-government agreements advance, fiscal and implementation working groups were formed at four tables to conclude the text of financing chapters, discuss the approaches of each party to financial arrangements or begin work on pre-effective date and implementation plans.

**Goal:** Ongoing GNWT implementation obligations and activities pursuant to settled land, resources and self-government agreements are met

*Measure: 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.



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

### Key Activity 3 – 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, 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.

The **Aboriginal Consultation and Relations** division promotes and advances the GNWT's commitment to develop and maintain mutually respectful intergovernmental relations between the GNWT and Aboriginal governments and is also responsible for the provision of advice to all departments in relation to meeting the GNWT's duty to consult. As part of its role in Aboriginal intergovernmental relations, the division is responsible for providing support to the Intergovernmental Council on Land and Resource Management.

#### GOALS

- Constructive and co-operative intergovernmental relations with federal, provincial, territorial, and foreign governments that are based on mutual respect.
- Mutually respectful intergovernmental relations between the GNWT and Aboriginal governments continue to be developed and maintained.

#### DEPARTMENTAL HIGHLIGHTS

This Key Activity directly supports the 18<sup>th</sup> Legislative Assembly priority of ***Governance: Improving Accountability, Transparency and Collaboration*** by collaborating and fostering government-to-government relationships with Aboriginal governments. The initiatives undertaken in support of this Key Activity also directly supports the ***Cabinet Mandate*** of:

- Supporting the efforts of our government to advance the federal engagement strategy;
- Supporting the efforts of our government to build and maintain respectful government-to-government relations by implementing the government-wide Aboriginal government engagement strategy;
- Consistent with the policy of Respect, Recognition and Responsibility, invite any regional or community Aboriginal governments that are not yet a party to one, to strengthen their intergovernmental relations with the GNWT through the negotiation of an intergovernmental memorandum-of-understanding;
- Continue to support the Intergovernmental Council towards implementation of the vision of cooperative and collaborative management of lands and resources, as set out in the Lands and Resources Devolution Agreement; and
- Support the Calls to Action of the Truth and Reconciliation Commission that fall within the



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

jurisdiction of the territorial government, especially related to violence against indigenous women and girls

### **Implementing the GNWT's Federal Engagement Strategy**

The Intergovernmental Relations division continues to support the Premier and Ministers in strengthening the GNWT's relationship with the federal government. In order to meet the potential of the territory, a strong federal partner is necessary, making the NWT's relationship with the Government of Canada particularly important. Working in collaboration with all Departments, DAAIR will lead the development of new federal engagement strategy based on the priorities set by the 18<sup>th</sup> Legislative Assembly that will serve to guide how best to advance NWT priorities to get the maximum benefit from the federal government.

### **Supporting the Premier's Participation in Intergovernmental Forums**

The Intergovernmental Relations division continues to support the Premier in engaging in intergovernmental forums and meetings with provincial and territorial governments, including First Ministers' Meetings, the Canada's Premiers (formerly the Council of the Federation), the Western Premiers' Conference and the Northern Premiers' Forum, in addition to bilateral meetings with provincial and territorial Premiers.

The Intergovernmental Relations division works with GNWT departments to acquire up-to-date briefings and materials to support the Premier's participation in intergovernmental meetings. The division relies on collaborative relationships with other GNWT departments in order to provide accurate and relevant advice to the Premier. The Intergovernmental Relations division also supports GNWT departments in their own sector Intergovernmental forums. This is undertaken by assigning individual Intergovernmental Relations Analysts to work with each GNWT department, to allow communications to be streamlined and for expertise and relationships to be developed.

### **Supporting the GNWT's Participation on the Arctic Council**

Part of the GNWT's joint work with the federal government also centres on involvement in activities related to Canada's participation on the Arctic Council. The Intergovernmental Relations division works with the GNWT's 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.

### **Implementing the GNWT's Aboriginal Government Engagement Strategy**

The Aboriginal Consultation and Relations division continues to be responsible for providing strategic and policy advice to GNWT departments to support the coordination of the GNWT's overall Aboriginal government engagement work across multiple departments. The GNWT has developed a formal approach to engaging with Aboriginal Governments. *'Respect, Recognition, Responsibility'* highlights the principles of engagement with Aboriginal governments, including the recognition of rights, building respectful relationships, and responsible and flexible government relationships. Fulfilling the GNWT's objective of building and maintaining stronger Aboriginal government relations involves a coordinated effort amongst all GNWT departments. DAAIR continues to work with all GNWT departments to ensure the proper implementation of the *'Respect, Recognition, Responsibility'* initiative.





## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

The existing Aboriginal Government Engagement Strategy has led to new formalized working relationships through intergovernmental memoranda of understanding with the Tłı̨cho Government, the Gwich'in Tribal Council, the Northwest Territory Métis Nation, the Akaitcho Territory Dene First Nations, the Inuvialuit Regional Corporation, the Sahtu Secretariat Incorporated and the Salt River First Nation. Consistent with *'Respect, Recognition, Responsibility'*, the GNWT will invite any regional or community Aboriginal governments that are not yet party to one, to strengthen their intergovernmental relations with the GNWT through the negotiation of an intergovernmental MOU.

### **Supporting Intergovernmental Cooperation Agreements and Meetings with Aboriginal Governments**

The Aboriginal Consultation and Relations division supports regular bilateral meetings between GNWT Ministers and Aboriginal government leaders, as outlined in the negotiated intergovernmental cooperation agreements. This includes setting the agenda and ensuring that commitments made by Ministers and Leaders are tracked and followed up on in a timely manner.

The division works with GNWT departments to acquire up-to-date briefings and materials to support the Premier's participation in intergovernmental meetings with Aboriginal governments. The division relies on collaborative relationships with other GNWT departments in order to provide accurate and relevant advice to the Premier.

### **Support to the Intergovernmental Council on Land and Resource Management**

The Aboriginal Consultation and Relations division continues to support the Premier's participation on the Intergovernmental Council on Land and Resource Management. In addition to working with GNWT departments to acquire up-to-date briefings and materials to support the Premier's participation, the division is responsible for working collaboratively with officials of all Parties to the Intergovernmental Council to document, track and enact the decisions and work of the Intergovernmental Council. The division is also responsible for providing the management and administrative services to the Intergovernmental Council Secretariat.

### **Aboriginal Consultation Support to GNWT Departments**

The department continues to be responsible for providing advice and support to GNWT departments in fulfilling their legal obligation to consult Aboriginal governments and organizations. The Aboriginal Consultation and Relations division supports all GNWT departments in meeting their consultation obligations through training, maintaining resources for GNWT staff, and providing advice and guidance on consultation activities.

With significantly expanded jurisdictions under Devolution, the GNWT is faced with broader and more expansive consultation obligations relating to land and non-renewable resources. A key activity of the division is undertaking strength of claim assessments to help inform the GNWT's understanding of the scope of Aboriginal and treaty rights in the NWT, and to ensure that consultation activities are aligned with this understanding.





## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

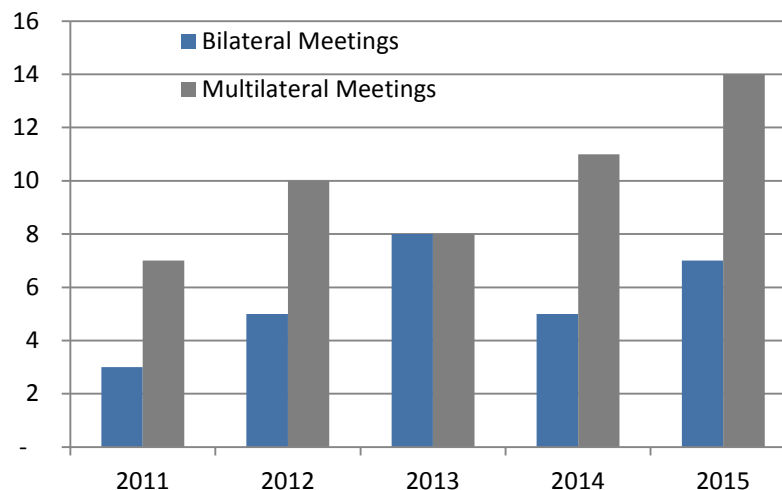
### Support the Calls to Action of the Truth and Reconciliation Commission

On October 5, 2015, the GNWT tabled its initial response to the *Truth and Reconciliation Commission of Canada: Calls to Action* report in the Legislative Assembly. The response acknowledged that more can be done and commits the GNWT to work with NWT residents and Aboriginal governments, and partners throughout Canada, to encourage positive and concrete steps forward along the path of reconciliation. The department will work in collaboration with all departments in fulfilling the GNWT's commitment to further action aimed at reconciliation.

### PERFORMANCE MEASURES

**Goal:** Constructive and co-operative intergovernmental relations with federal, provincial, territorial, and foreign governments that are based on mutual respect.

*Measure - Number of Bilateral and Multilateral Intergovernmental Meetings/Conferences Supported*



The data above reflects the number of meetings that the department supported the Premier's participation in intergovernmental meetings with federal, provincial, territorial and foreign governments. These forums provide the opportunity for an exchange of views and information, and have often led to important collaboration. Forums for intergovernmental relations include:

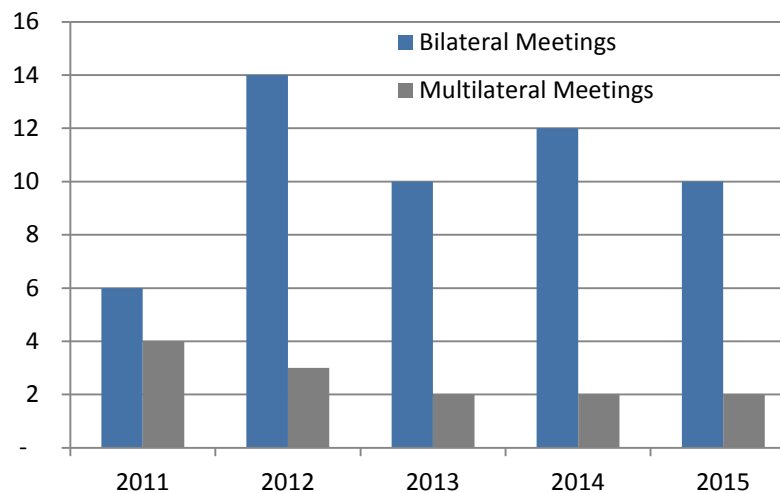
- First Ministers' Meetings, which include all Premiers and the Prime Minister;
- Canada's Premiers, formerly referred to as the Council of the Federation, which provides a forum for all of Canada's Premiers to meet and collaborate;
- Western Premiers, which consists of Premiers from British Columbia, Alberta, Saskatchewan, Manitoba and the three territories;
- Northern Premiers' Forum, which includes participation from all three territories;
- Numerous Federal/Provincial/Territorial working groups typically established among jurisdictions under sectoral lines or specific areas of responsibility.



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

**Goal:** Mutually respectful intergovernmental relations between the GNWT and Aboriginal governments continue to be developed and maintained.

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



The data above reflects the number of meetings that the department supported the Premier and Cabinet in meetings with Aboriginal governments, including bilateral intergovernmental meetings pursuant to memoranda of understanding with Aboriginal governments, the Intergovernmental Council on Lands and Resources established as a result of devolution, and Annual General Assemblies. The resulting formal meetings serve to foster improved relations and greater collaboration, and have provided an opportunity to share information about the GNWT's goals and priorities as well as listen to the concerns and priorities of Aboriginal governments.



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

### Key Activity 4 – Negotiations

#### 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.

#### GOALS

1. Progress is made toward the successful conclusion of land, resources and self-government agreements in the NWT that are workable, affordable and respectful of Aboriginal rights.
2. Successfully fulfilling the GNWT's legal duty to consult on milestone agreements reached at negotiations

#### DEPARTMENTAL HIGHLIGHTS

This Key Activity directly supports the 18<sup>th</sup> Legislative Assembly priority of ***Governance: Improving Accountability, Transparency and Collaboration*** by working to advance and finalize land, resources and self-government agreements in the NWT. The initiatives undertaken in support of this Key Activity also directly supports the ***Cabinet Mandate*** of:

- Work to resolve outstanding land, resources and self-government agreements with the Akaitcho Dene First Nations, Dehcho First Nations, Northwest Territory Métis Nation, Acho Dene Koe First Nation and the Government of Canada during the term of the 18<sup>th</sup> Legislative Assembly; and
- Seek to establish a joint committee between Cabinet Ministers and Regular Members to share information and discuss approaches on the advancement of land, resources and self-government agreements as well as initiatives to enhance relationships with Aboriginal governments

#### **Concluding Land, Resources and Self-government Agreements**

Aboriginal rights negotiations are underway in all regions of the NWT as Aboriginal governments seek to confirm their Aboriginal and treaty rights in the NWT. The GNWT, as a full partner to these negotiations, continues to promote workable and affordable agreements that respect Aboriginal rights. The GNWT is presently engaged in 14 sets of negotiations that are either leading to the conclusion of a Framework Agreement, an Agreement-in-Principle, or a Final Agreement.

As evidenced by the number of milestones reached at several negotiating tables in recent years, significant progress is being made in completing Aboriginal rights agreements throughout the NWT.



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

The department will continue to work to ensure that the momentum at these tables continues to be maintained so that final agreements are concluded as soon as possible. While the progress of each table is dependent on the collaborative efforts of all parties to negotiations, the department anticipates that negotiations during the 2016-17 planning period will result in the signing of the Fort Good Hope Self-government Framework Agreement, the approval of the Tulita Self-government Agreement-in-Principle, and the approval of the Gwich'in Self-government Agreement-in-Principle.

At the same time, there are unsettled areas where the Parties to negotiations have not been able to find common ground on substantive issues (e.g. land quantum, approach to land selection) which has prevented negotiations from advancing. During the 2016-17 planning period, the department will undertake the following initiatives in an effort to find solutions to these challenges:

- **Changing the GNWT's Approach to Negotiations**

The commencement of the 18<sup>th</sup> Legislative Assembly provides an opportunity to consider changing how the GNWT engages in negotiations. The department is undertaking an assessment of the way it engages in negotiations and will make recommendations to the Minister of Aboriginal Affairs and Intergovernmental Relations and implement changes to help bring land, resources and self-government negotiations to conclusion during the term of the 18<sup>th</sup> Legislative Assembly.

This assessment will consider options aimed at achieving more timely agreements that continue to respect GNWT interests and encourage flexible and collaborative negotiations amongst all Parties. It is envisioned that a new approach will include more frequent meetings of political leaders to assess progress, including the involvement of the joint committee between Cabinet Ministers and Regular Members that will be established to provide recommendations on the advancement of land, resources and self-government agreements.

- **Land Quantum Offers**

An important pressure on Crown land in the NWT is land selection by Aboriginal groups pursuing comprehensive land claims in the NWT. In a land claim agreement, the amount of settlement land or land quantum is the single most identifiable feature of the agreement and expectations are high for all parties involved. The department is undertaking work to refine the GNWT's negotiating mandates guiding the land and resource aspects of negotiations with the view of tabling new land quantum offers early in the 2016-17 planning period. This effort will involve coordination with the federal government.

### **Fulfilling the GNWT's Legal Duty to Consult on Milestone Agreements Reached**

The department 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. Given the number of important milestones anticipated at several sets of negotiations, the Negotiation division's work to discharge the GNWT's legal duty to consult is expected to increase. The department will work with the federal government to coordinate each government respective consultation efforts, where appropriate, in order to minimize costs to the GNWT and avoid duplication of consultation efforts.

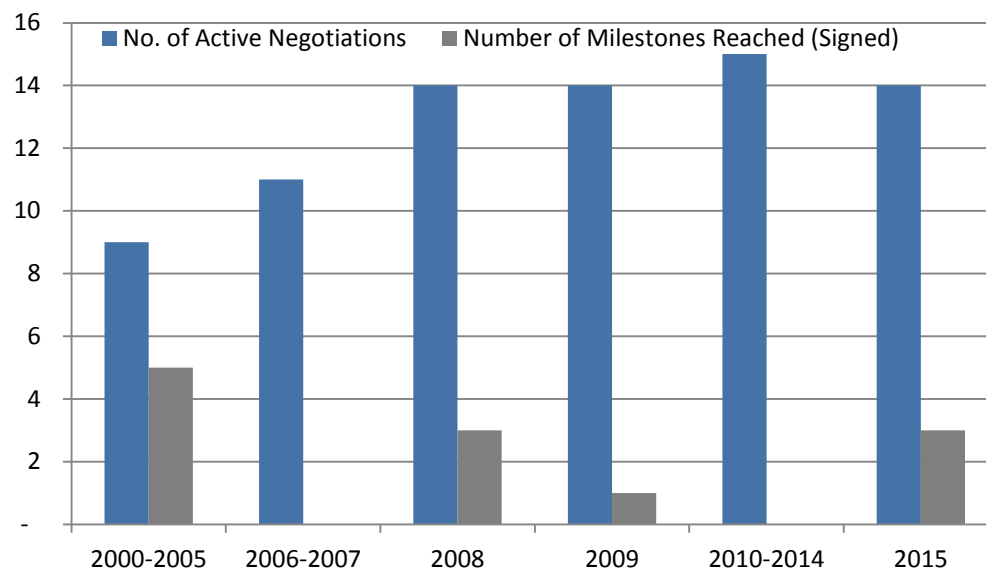


## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

### PERFORMANCE MEASURES

**Goal:** Progress is made toward the successful conclusion of land, resources and self-government agreements in the NWT that are workable, affordable and respectful of Aboriginal rights.

*Measure - Number of Significant Milestones Reached in Negotiations*



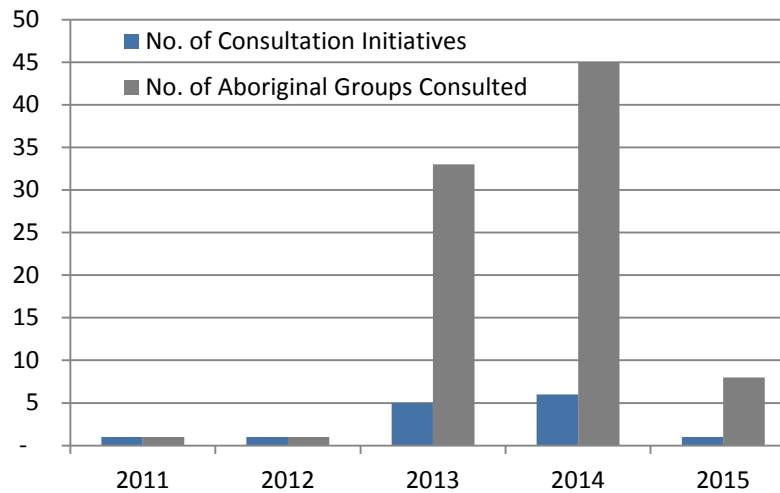
Across Canada, Aboriginal rights negotiations take, on average, approximately 20 years to complete. Negotiations in the NWT have reflected this trend. However, negotiations in 2014-15 saw unprecedented success with three significant milestone agreements having been signed by the parties. These were the Acho Dene Koe First Nation Land and Resources Agreement-in-Principle, the Colville Lake Self-government Framework Agreement, and the Délı̨ne Final Self-government Agreement. This trend continued in 2015-16 with the Inuvialuit Self-government Agreement-in-Principle, the Northwest Territory Métis Nation Land and Resources Agreement-in-Principle, and the Nacho Nyak Dun Transboundary Framework Agreement, each being signed by the parties.



## Department of Aboriginal Affairs and Intergovernmental Relations 2016-17 Business Plan

**Goal:** Successfully fulfilling the GNWT's legal duty to consult on milestone agreements reached at negotiations

### *Measure 1 - Number of Consultation Initiatives Engaged In*



In February 2012, a Federal Court decision clarified that the section 35 duty to consult Aboriginal rights holders regarding land, resources and self-government negotiations that have the potential to infringe upon their rights is triggered at the beginning of the negotiating process. Between 2012 and 2014, a number of important milestones were reached at several sets of land, resources and self-government agreements. Consequently, the department experienced a dramatic increase in its work to discharge the GNWT's legal duty to consult.

<b>ABORIGINAL AFFAIRS AND INTERGOVERNMENTAL RELATIONS</b>
---

**2016-17 Business Plan****Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Departmental Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>4</b>	<b>Proposed Adjustments to Grants &amp; Contributions: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>5</b>	<b>Human Resources Statistics</b>
<b>6</b>	<b>Infrastructure Investments</b>
<b>7</b>	<b>Restatements</b>



DEPARTMENTAL SUMMARY
----------------------

(thousands of dollars)

	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Corporate Management	3,873	4,018	4,018	4,763
Implementation	553	723	723	540
Intergovernmental Relations	1,930	2,040	1,990	1,633
Negotiations	2,198	2,609	2,609	1,998
<b>Total</b>	<b>8,554</b>	<b>9,390</b>	<b>9,340</b>	<b>8,934</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	6,020	6,486	6,486	5,892
Grants and Contributions	1,445	1,555	1,555	1,559
Other	1,089	1,349	1,299	1,483
Amortization	-	-	-	-
<b>Total</b>	<b>8,554</b>	<b>9,390</b>	<b>9,340</b>	<b>8,934</b>
<b>Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**HUMAN RESOURCE SUMMARY**

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	39	43
Regional / Area Offices	-	-
Other Communities	-	-
	<b>39</b>	<b>43</b>

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS										
	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Corporate Management</b>										
Directorate	1,661	-	1,661	-	-	-	-	(100)	-	1,561
Women's Advisory	1,080	-	1,080	-	-	-	-	(5)	-	1,075
Policy, Planning and Communications	1,277	-	1,277	-	-	-	-	(40)	-	1,237
	4,018	-	4,018	-	-	-	-	(145)	-	3,873
<b>Implementation</b>										
Implementation	723	-	723	-	-	-	-	(170)	-	553
	723	-	723	-	-	-	-	(170)	-	553
<b>Intergovernmental Relations</b>										
Intergovernmental Relations	947	-	947	-	-	-	-	(10)	-	937
Aboriginal Consultation & Relations	1,043	-	1,043	-	-	-	-	(50)	-	993
	1,990	-	1,990	-	-	-	-	(60)	-	1,930
<b>Negotiations</b>										
Negotiations	2,609	-	2,609	-	-	-	-	(411)	-	2,198
	2,609	-	2,609	-	-	-	-	(411)	-	2,198
<b>TOTAL DEPARTMENT</b>	9,340	-	9,340	-	-	-	-	(786)	-	8,554

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Major Revenue Changes

Not applicable (No Revenue)

(thousands of dollars)

	PROPOSED ADJUSTMENTS						
	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-	-	-	-	
<b>TRANSFER PAYMENTS</b>							
Federal Cost-shared	-	-	-	-	-	-	
Capital Transfers	-	-	-	-	-	-	
	-			-	-	-	
<b>TAXATION REVENUE</b>							
Personal Income Tax	-	-	-	-	-	-	
Corporate Income Tax	-	-	-	-	-	-	
Tobacco Tax	-	-	-	-	-	-	
Fuel Tax	-	-	-	-	-	-	
Payroll Tax	-	-	-	-	-	-	
Property Tax and School Levies	-	-	-	-	-	-	
Insurance Taxes	-	-	-	-	-	-	
	-			-	-	-	
<b>GENERAL REVENUES</b>							
Revolving Funds Net Revenue	-	-	-	-	-	-	
	-	-	-	-	-	-	
Regulatory Revenue	-	-	-	-	-	-	
	-	-	-	-	-	-	
Investment Income	-	-	-	-	-	-	
	-	-	-	-	-	-	
Lease	-	-	-	-	-	-	
	-	-	-	-	-	-	
Program	-	-	-	-	-	-	
	-	-	-	-	-	-	
Grants in Kind	-	-	-	-	-	-	
	-	-	-	-	-	-	
Service and Miscellaneous	-	-	-	-	-	-	
	-	-	-	-	-	-	
	-	-	-	-	-	-	
	-	-	-	-	-	-	
<b>TOTAL REVENUE</b>	-	-	-	-	-	-	

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

									Inter- Departmental Transfers and Other Adjustments		2016-17 Business Plan
	Explanation of Proposed Adjustments	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions		
<b>Corporate Management</b>											
Core Funding to Métis Locals	No change	225	-	225	-	-	-	-	-	-	225
Special Events Funding to Aboriginal Organizations	Reduce available funding for Annual General Assemblies and special events	75	-	75	-	-	-	-	(25)	-	50
Indspire Awards Funding	Eliminate grant funding - annual awards ceremo	35	-	35	-	-	-	-	(35)	-	-
Women's Initiatives Grants	No change	50	-	50	-	-	-	-	-	-	50
Native Women's Association	No change	426	-	426	-	-	-	-	-	-	426
Status of Women Council	No change	394	-	394	-	-	-	-	-	-	394
		1,205	-	1,205	-	-	-	-	(60)	-	1,145
<b>Implementation</b>											
No Grant or Contribution Programs		-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
<b>Intergovernmental Relations</b>											
Aboriginal Intergovernmental Meetings Fund	Reduce Aboriginal government support for government to government meetings with GNWT	350	-	350	-	-	-	-	(50)	-	300
		350	-	350	-	-	-	-	(50)	-	300
<b>Negotiations</b>											
No Grant or Contribution Programs		-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
<b>TOTAL DEPARTMENT</b>											
		1,555	-	1,555	-	-	-	-	(110)	-	1,445

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Human Resources Statistics

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>38</b>	<b>100.0%</b>	<b>41</b>	<b>100.0%</b>	<b>32</b>	<b>100.0%</b>	<b>33</b>	<b>100.0%</b>
Indigenous Employees								
Aboriginal	12	31.6%	12	29.3%	11	34.4%	9	27.3%
Non-Aboriginal	8	21.1%	10	24.4%	9	28.1%	11	33.3%
Non-Indigenous Employees	18	47.4%	19	46.3%	12	37.5%	13	39.4%
Male	13	34.2%	15	36.6%	14	43.8%	16	48.5%
Female	25	65.8%	26	63.4%	18	56.3%	17	51.5%
<b>Senior Management</b>	<b>7</b>	<b>100.0%</b>	<b>9</b>	<b>100.0%</b>	<b>5</b>	<b>100.0%</b>	<b>4</b>	<b>100.0%</b>
Indigenous Employees								
Aboriginal	2	28.6%	3	33.3%	1	20.0%	-	0.0%
Non-Aboriginal	1	14.3%	2	22.2%	2	40.0%	2	50.0%
Non-Indigenous Employees	4	57.1%	4	44.4%	2	40.0%	2	50.0%
Male	5	71.4%	5	55.6%	4	80.0%	4	100.0%
Female	2	28.6%	4	44.4%	1	20.0%	-	0.0%
<b>Non-Traditional Occupations</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>
Indigenous Employees								
Aboriginal	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Non-Aboriginal	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Non-Indigenous Employees	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Male	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Female	-	0.0%	-	0.0%	-	0.0%	-	0.0%

<b>2016-17 Infrastructure Investments</b>
---

The department does not anticipate any infrastructure investments in 2016-17

Schedule of Restatements

Department    Aboriginal Affairs and Intergovernmental Relations

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
----------	-------------	------	--------	----------------	------------------	--------------------	------------------	--------------------

OPERATIONS

No restatements

REVENUES

No restatements





# **Annual Business Plan**

**2016-2017**

**Education, Culture and Employment**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Department of Education, Culture and Employment 2016-17 Business Plans

### 1. DEPARTMENTAL 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

- **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.
- **Education of Children and Youth** – A strong foundation for learning and students achieving their potential in a results-based education system.
- **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.
- **A Skilled and Productive Work Environment** – NWT residents with the skills, knowledge and opportunities to participate fully as productive citizens in the Northern economy.
- **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.

#### KEY ACTIVITIES SUMMARY

The majority of the Department's responsibilities fall into the following four key activities:

- |   |  |
|---|--|
| 1. Corporate Management                           | 2. Education and Culture                     |
| 1.1 Directorate                                   | 2.1 Early Childhood Development and Learning |
| 1.2 Finance and Capital Planning                  | 2.2 K-12 Education                           |
| 1.3 Policy, Legislation and Communication         | 2.3 Culture and Heritage                     |
| 1.4 Planning, Research and Evaluation             | 2.4 Aboriginal Languages                     |
|   | 2.5 French Language Services                 |
| 3. Labour Development and Standards               | 4. Income Security                           |
| 3.1 Employment Standards                          | 4.1 Income Assistance                        |
| 3.2 Labour and Career Development                 | 4.2 Student Financial Assistance             |
| 3.3 Apprenticeship and Occupational Certification | 4.3 NWT Child Benefits                       |
| 3.4 Immigration Nominee Program                   |  |
| 3.5 Adult and Postsecondary Education             |  |



## Department of Education, Culture and Employment 2016-17 Business Plans

### OPERATING ENVIRONMENT

#### Socio-Economic Context

The NWT's socio-economic context is essential to understanding the environment the Department is operating within, as well as the critical nature of many of its programs.

The NWT economy has been impacted by the recent global declines in resource commodities. With resource extraction making up a significant portion of the NWT gross domestic product (GDP) and the linkages between the resource sector and other components of the territorial economy, the slowdown has impacts that ripple through the territorial economy and labour markets. This is reflected in the monthly territorial unemployment information which has been high over the last few years, but peaked at 2,500 in November 2015. By comparison, the number of unemployed people in the NWT was less than 1,000 in April 2005.

Social trends in the NWT generally show improvement over time, but there continues to be differences in NWT results among most social indicators when compared with Canada. Additionally, differences within the NWT are apparent with indicators associated with education outcomes, employment, and family income being lower in smaller NWT communities when compared with larger communities.

The challenge is further exacerbated with the current fiscal context. The disconnect between growth in expenditures and revenues presents challenges for the GNWT. This business plan includes an initial \$3.25 million in reductions for the Department of Education, Culture and Employment, with additional reduction scheduled for implementation in 2017-18.

The Department activities and initiatives recognize the operating context and the linkages between the various components of the departmental mandate. Recent work and future planning focuses on the development and implementation of *Right from the Start: Early Childhood Development Framework*, the ten year *NWT Education Renewal* initiative to ensure the NWT has an effective education system for all learners, and *Skills 4 Success* ten year strategic framework to ensure NWT residents have the skills, knowledge and attitudes for employment success. These three key strategic frameworks link programs and supports right from the early childhood years, through the elementary and secondary school system, to post-secondary education and training. These three key frameworks are supported by other programs and activities that help ensure the Department meets its mission.

The Early Development Instrument (EDI) is a measure that is used throughout Canada to provide information on school readiness for kindergarten students as they prepare to enter the school system. NWT results show the significant challenges related to early childhood development with



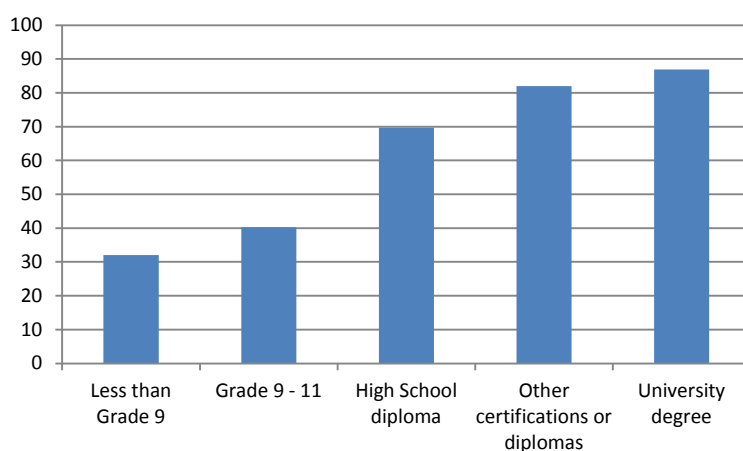
## Department of Education, Culture and Employment 2016-17 Business Plans

38% of NWT children scoring low on at least one of the five components measured and 23% of children scoring low on at least two components. These results vary by size of community with children in smaller NWT communities demonstrating the highest levels of challenge.

Our results from the elementary and secondary school system are improving with graduation rates increasing over the last decade. However, the territorial graduation rates continue to be significantly lower than Canadian rates and there continues to be significant gaps between Aboriginal and Non-Aboriginal graduation rates. There are a number of challenges associated with school system outcomes including the on-going impacts of residential schools. Attendance issues continue to have a significant impact with 72% of children in Yellowknife attending at least 90 percent of the time, compared with 46% in regional centers and 36% of students in smaller communities that attend school at least 90% of the time.

The linkage between education outcomes and labour market success is apparent. As noted in the figure below, the employment rate increases significantly for residents with higher levels of education. Part of the challenge is that a significant portion of those not working have high school or less as their highest level of schooling. Skill development for this population and ensuring that youth leaving the school system have opportunities and supports to attend post-secondary schooling or training is critical. Particularly troubling in this regard relates to 22% of NWT youth between 15-24 years of age that are neither attending school nor working. This value is 36% in smaller NWT communities.

*Employment Rate, by Highest Level of Education  
Northwest Territories, 2014*



Overall the challenge of low employment rates is most apparent in smaller NWT communities. The overall employment rate for 25-59 years olds ranges from 86% in Yellowknife, to 84% in regional

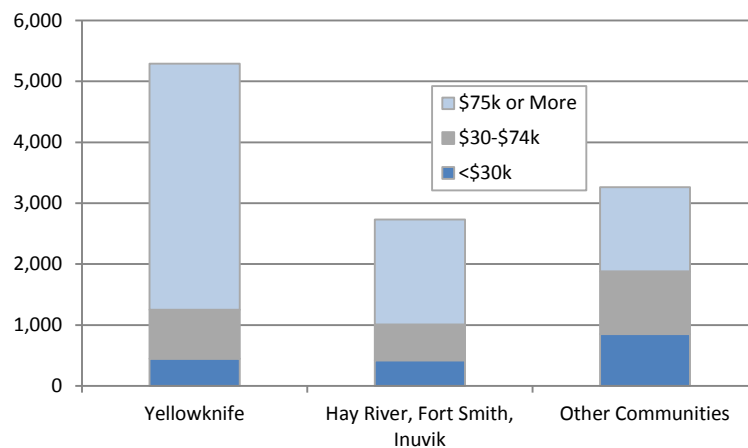


## Department of Education, Culture and Employment 2016-17 Business Plans

centers and 61% in smaller communities. This relates to economic opportunities but also skill development. Some 64% of adults not working in smaller NWT communities have less than high school as their highest level of schooling.

Labour market participation and skill development directly links to family income. Again significant disparity exists by community type within the NWT.

*Family Income Level, by Community Type  
Northwest Territories, 2013*



### Major Programs

To meet the challenges outlined in the previous section, the Department delivers a variety of programs and services. The following section highlights the major programs delivered by the Department but is not intended to be exhaustive.

#### Support for Early Childhood Centers and Day Homes (Education and Culture)

- Program supports including operating subsidies, staff grants, and support for children with special needs covering approximately 110 operators with 1,784 childcare spaces.

#### JK-12 School System (Education and Culture)

- The school system includes 49 schools and approximately 8,120 students. Contributions cover board administration, territorial schools, inclusive schooling and Aboriginal language and culture-based education programs.



## Department of Education, Culture and Employment 2016-17 Business Plans

### Support for Aurora College Operations (Labour Development and Standards)

- Primarily in the form of an annual operating contribution that supports the operation and program delivery at Aurora College's three campuses and 23 community learning centers.

### Student Financial Assistance (Income Security)

- Support provided to approximately 1,340 NWT post-secondary students.

### Apprenticeship, Labour and Career Development (Labour Development and Standards)

- Includes a suite of programs including apprenticeships and other territorial and federal training programs that are administered by the GNWT. Approximately 2,400 residents access this suite of programs annually.

### Prince of Wales Northern Heritage Center (Education and Culture)

- Operations of the Prince of Wales Northern Heritage Center that received about 58,000 visitors during 2015.

### Culture and Heritage Programs (Education and Culture)

- A suite of programs that provides direct support to community museums, cultural projects, artists and performers, and public education programs.

### Contributions in Support of Aboriginal Languages (Education and Culture)

- Programs that work in partnership with Aboriginal governments on Aboriginal language supports, in addition to supporting Aboriginal language broadcasting and the operation of the Official Languages Board.

### Francophone Affairs Secretariat (Education and Culture)

- Coordination of services to French speaking residents through *Services TNO* and translation services for French for the GNWT.

### Public Libraries (Education and Culture)

- Support for 21 community libraries across the NWT.

### Income Assistance (Income Security)

- Includes income assistance benefits, senior citizen supplementary benefits, senior's home heating subsidy to approximately 5,000 clients annually.

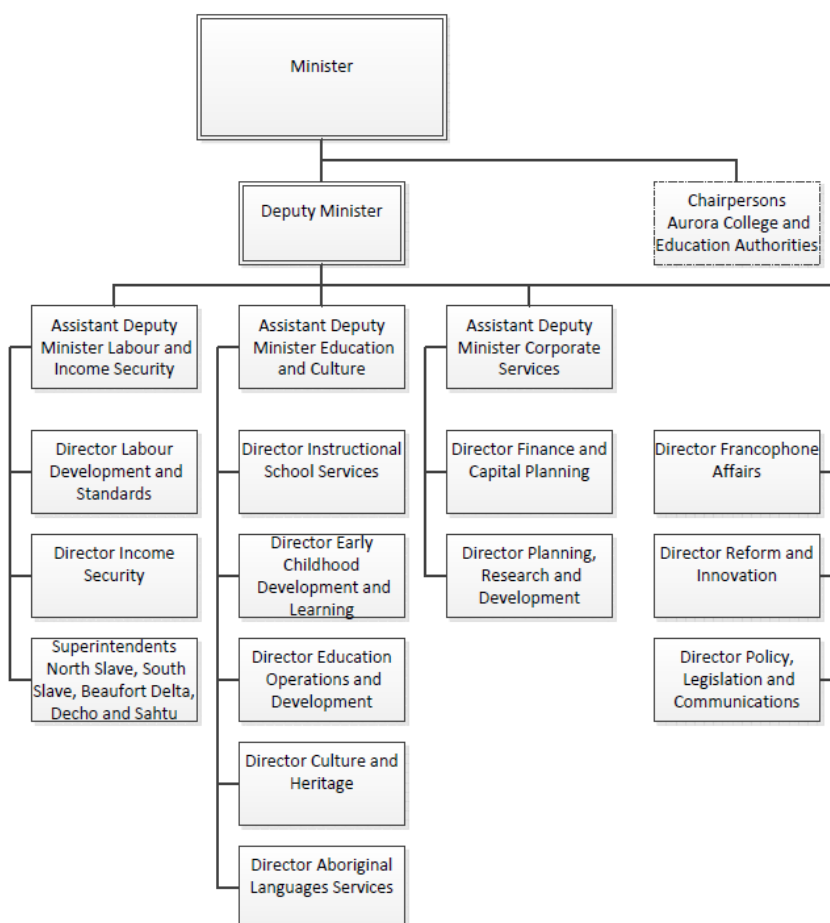




## Department of Education, Culture and Employment 2016-17 Business Plans

### Departmental Organizational Chart

Delivery of these programs is completed within the following organizational structure. Critical service delivery partners include the District Education Authorities and Divisional Education Councils and Aurora College.



It is also worthy to note that there are a number of important inter-departmental linkages. Some of these include early childhood activities that are closely coordinated with Health and Social Services, the Department is active in implementation of the Anti-Poverty Action Plan with other social envelope departments, work is continuing on integrated case management, and there is a close working relationship with the NWT Housing Corporation related to social housing.

### Enterprise Risk Management

The Department participates in the GNWT's corporate Enterprise Risk Management (ERM) program, including the development of Department-level risk assessments and mitigation plans.



## Department of Education, Culture and Employment 2016-17 Business Plans

The Department has identified its top five risks which relate to its mission and strategic goals, stated above, whereby a failure to achieve progress in any of these areas would constitute a significant risk.

The Department has identified the following as its top five risks:

1. Ineffectiveness of status quo education system,
2. Lack of preparedness of pre-school children entering the school system,
3. Loss of traditional culture and language,
4. Skills mismatch within the NWT labour market, and
5. Income supports not meeting the needs of Northerners.

The Department has and continues to develop a number of initiatives and strategic frameworks that are leading the reformation of its operations and programs, and which directly mitigate the Department's key risks.

**Risk 1: Ineffectiveness of status quo education system.** The ten-year *Education, Renewal and Innovation (ERI) Framework: Directions for Change* (2013) and *ERI Action Plan* are focused on reviewing and renewing the Kindergarten to Grade 12 (K-12) education system. The ERI initiative is heavily focused in territorial, national and international research, and includes considerations for decreasing achievement gaps between Aboriginal and non-Aboriginal students and between small communities and larger centres.

**Risk 2: Lack of preparedness of pre-school children entering the school system.** The Department has collaborated on the development of the 10-year *Right from the Start: Early Childhood Development (ECD) Framework* with the Department of Health and Social Services (HSS). The *ECD Framework* (2013) and the *Action Plan* (2014) are focused on reducing the risks of well-being vulnerabilities and developmental delays in children ages 0-5 years old.

**Risk 3: Loss of traditional culture and language.** The Department has led the development of GNWT cross-departmental initiatives, such as the *Culture and Heritage Strategic Framework 2015-2025: Strong Cultures, Strong Territory* and the *2013-18 Strategic Plan on French Language Communications and Services*, which are focused on preserving and building culture and language in the NWT. Additionally, the Department will be updating and revising the *NWT Aboriginal Languages Plan – A Shared Responsibility (2010-2020)* that will focus on strengthening Aboriginal languages and building capacity and support for the Aboriginal Governments to implement their regional Aboriginal language plans.

**Risk 4: Skills mismatch within the NWT labour market.** The *Skills for Success (S4S) 10-year Strategic Framework* has been developed specifically with the intent to better align the NWT workforce with the needs of employers and industry. With the anticipated slow growing NWT



## Department of Education, Culture and Employment 2016-17 Business Plans

economy during the tenure of the 18th Legislative Assembly, the Department must focus its attention on ensuring that current and emerging labour market needs are met by a capable Northern workforce.

**Risk 5: Income supports not meeting the needs of Northerners.** The Department is focused on ensuring that it offers relevant income support, in alignment with initiatives like the *NWT Anti-Poverty Strategic Framework*. Additionally, during 2015-16 the Department commenced an initiative to reform the Income Security programs, which will continue to be developed this year.



## Department of Education, Culture and Employment 2016-17 Business Plans

### 2. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

(thousands of dollars)

	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Corporate Management	12,025	12,673	11,967	15,303
Education and Culture	206,463	206,416	207,170	207,045
Labour Development and Standards	46,007	48,656	47,225	46,012
Income Security	47,757	48,376	43,424	40,944
<b>Total</b>	<b>312,252</b>	<b>316,121</b>	<b>309,786</b>	<b>309,304</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	30,652	31,219	30,641	33,229
Grants and Contributions	222,618	220,900	220,854	212,181
Other	42,957	47,977	42,266	48,335
Amortization	16,025	16,025	16,025	15,559
<b>Total</b>	<b>312,252</b>	<b>316,121</b>	<b>309,786</b>	<b>309,304</b>
<b>Revenues</b>	<b>9,749</b>	<b>11,205</b>	<b>9,955</b>	<b>9,913</b>

#### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	150	165
Regional / Area Offices	78	78
Other Communities	12	12
<b>Total</b>	<b>240</b>	<b>255</b>



## Department of Education, Culture and Employment 2016-17 Business Plans

### 3. KEY ACTIVITIES

#### Key Activity - 1 Corporate Management

##### DESCRIPTION

Corporate Management's core business is overall leadership and oversight of the functions within the Department's mandate. Corporate Management consists of the Directorate; Policy, Legislation and Communications; Finance and Capital Planning; and Planning, Research and Evaluation.

The Directorate supports the Minister with regard to Department goals, objectives and standards and implementation of the mandate and also provides leadership, management and planning for the Department. Policy, Legislation and Communications guides the development of broad policy and legislative initiatives, coordinates the Department's response to and participation in land, resources and self-government negotiations and in federal, provincial, territorial, and Aboriginal government initiatives, and is responsible for effective public communications.

Finance and Capital Planning provides strategic financial planning, financial management and corporate program support and advice to the Department including implementation of a comprehensive financial framework, financial monitoring, analysis and reporting and coordinates the overall development, design and planning of capital infrastructure projects. Planning, Research and Evaluation leads the Department's strategic and business planning including the oversight of a comprehensive framework for evaluating programs, leading the Department's research and analysis agenda, and is responsible for managing the Department's information management systems and records management activities.

##### GOALS

With overall responsibility and accountability to ensure the Department meets its goals, the goals outlined through the remaining key activities form the basis of Corporate Management's goals. Additionally, there are a number of initiatives outlined below related to continuing to improve the overall human resource and financial management for the Department and to support accountability and program management activities.

##### HIGHLIGHTS

In 2015-16, the Department developed a 5-year *Human Resources (HR) Plan* to ensure that the Department attracts and retains a knowledgeable, professional and caring workforce. Furthermore, the *HR Plan* ensures that human resources planning is done in an efficient and effective manner. Implementation of the Human Resource Plan will continue in 2016-17.

The Department developed and implemented an enhanced Occupational Health and Safety program in 2015-16 to improve the health and safety of its employees and to ensure that all safety



## Department of Education, Culture and Employment 2016-17 Business Plans

regulations are met or exceeded across the Department's offices.

Corporate Management will continue to provide overall leadership to the Department in 2016-17. A focus in 2016-17 will be continued efforts to enhance capacity for financial management across all areas of the Department.

Policy, Legislation and Communication will play a critical role in the implementation of departmental initiatives. There are a number of legislative initiatives planned for the 18<sup>th</sup> Legislative Assembly and these will be advanced during 2017-18. Work continues to build on the success of recent communication efforts and ensure that critical initiatives are well supported with effective communication so that the public is aware of planned activities.

Work has continued on an Operational Record Classification System (ORCS) development plan to align with the GNWT Digital Integrated Information Management System (DIIMS) implementation. This has been a significant effort which will continue throughout 2016-17. Planning, Research and Evaluation continues to advance a number of major projects in support of overall departmental activities including work on PowerSchool (information management system used by school boards), a new Student Information System for Aurora College, and the business intelligence tool to support management of departmental programs. Support is also provided for monitoring, evaluation and accountability activities related to initiatives like Education Renewal, Skills 4 Success and the Early Childhood Development Framework.





## Department of Education, Culture and Employment 2016-17 Business Plans

### Key Activity 2 - Education and Culture

#### DESCRIPTION

Education and Culture is responsible for programming and services specific to early childhood and school-aged children, ranging from 0 – 21 years of age. It is also responsible for documenting, researching, promoting and preserving the culture and heritage of the NWT, as well as promoting, preserving and revitalizing the NWT's nine Official Aboriginal Languages.

#### GOALS

The goals for the Education and Culture branch are guided by a number of critical strategic frameworks that are guiding activities over the next number of years. These frameworks are reflected in the actions described in the mandate of the 18<sup>th</sup> Legislative Assembly, but also include other activities. Specific components of the mandate for the 18<sup>th</sup> Legislative Assembly that will largely be coordinated within this key activity include:

- We will implement the *Right from the Start* framework to invest in early childhood development by:
  - Working with stakeholders and communities to ensure the territory has free play-based care for 4-year olds
  - Revising the funding support model for licensed early childhood programs
  - Strengthening licensed early childhood programs through improving resource materials and increased training for early childhood workers
- We will develop an action plan for universal daycare within the next two years, including a timeline for implementation.
- We will improve affordability of daycare, ensuring sustainability for operators of early childhood programs and expanding access to early childhood programs across the territory.
- We will implement the *Education Renewal and Innovation* initiative by:
  - Implementing the renewed K-12 Inclusive Schooling Directive which provides greater direction on roles and responsibilities, increases the number of Program Support Teachers, increases emphasis on training, and increases accountability
  - Implementing a renewed Aboriginal Language and Culture-based Education Directive in order to strengthen the role of schools in supporting Aboriginal language development and culture in programming
  - Implementing a comprehensive accountability framework for the JK-12 education system with integrated program and financial reporting processes
  - Developing options to increase the approaches available to students that lead to graduation, to improve graduation rates, and to provide greater linkages to post-secondary schooling



## Department of Education, Culture and Employment 2016-17 Business Plans

- Expanding the NWT distance learning pilot project to increase access for NWT senior secondary students in all communities
- Undertaking a planning study on options for shared service administration across NWT school boards.
- We will implement the Youth Resiliency program in schools and during after school programs to improve student outcomes and lower overall dropout rates.
- We will work collaboratively with the NWT's francophone community to support French language education
- We will strengthen culture and heritage in the NWT by implementing a renewed Aboriginal Language and Culture-based Education Directive in order to strengthen the role of schools in supporting Aboriginal language development and incorporate culture in programming, work with the Government of Canada towards a strengthened multi-year Canada-Northwest Territories Co-operation Agreement for French and Aboriginal Languages, develop an action plan for the Culture and Heritage Strategic Framework, and work with stakeholders to update the 2010 NWT Aboriginal Languages Plan: A Shared Responsibility.

### HIGHLIGHTS

#### 2.1 Early Childhood Development and Learning

The Early Childhood Development and Learning (ECDL) division has two primary responsibilities. First, it provides direction, standards and supports, and program and curriculum development for children from early childhood through to Grade 3. Second, it is responsible for licensing and monitoring early childhood facilities to ensure compliance with the Child Day Care Act and Child Day Care Standards Regulations.

Additionally, the division provides support to Aurora College in the delivery of training and support for early childhood education students, and Regional Early Childhood Consultants provide community-based organizations with program development support and funding.

The ECD Framework continues to guide the ECDL division's work. As the first three-year ECD Action Plan comes to a close, the joint development of a one-year bridging ECD Action Plan for 2016-17 has been undertaken by the Department and HSS. A new three-year Action Plan will also be developed this year for the 2017-2019 period.

The ECDL division continues to implement the EDI, which provides a snapshot of 5-year-olds at the population level. EDI assesses children's developmental health in five areas: physical health and well-being, emotional maturity, communication skills and general knowledge, social competence, and language and cognitive development.

EDI provides valuable data to the Department, as well as HSS through the ECD partnership, which



## Department of Education, Culture and Employment 2016-17 Business Plans

informs program planning, monitors trends, and measures the impacts of changes to programs and services provided to young children and their families. Additionally, EDI data is used by schools in planning programs and supports for Kindergarten through to Grade 3 because it is predictive of school outcomes, including academic achievement. This year marks the fifth year of EDI data collection for the NWT.

During 2015-16, the ECDL division completed a review of the Early Childhood Program (ECP) and the Healthy Children Initiative (HCI) and to identify issues and inform program planning.

During 2016-17, the Department will restructure the administration and finance processes for all early childhood development programs to better promote equity, inclusion, quality, and program stability. Additionally, in order to streamline early childhood program funding, applications for funding supports will be consolidated to reduce the number of applications and contribution agreements required from each operator.

During the 2015-16 year, the ECDL division successfully provided the Early Childhood Environmental Rating Scale (ECERS) training to Early Childhood Consultants and ECDL staff to support quality licensed early childhood programs in the NWT.

In 2016-17, the ECDL division will begin the development of an early learning framework and implementation guide, for children 0 to 3-years-old, for use in all NWT licensed child day care centers. This early learning framework, in conjunction with the ECDL division's plans to improve resource materials and increase training for early childhood workers, will strengthen the overall capacity of the early childhood development programs across the NWT.

The Review of Junior Kindergarten Technical Report (2015) was released in 2015-16, and as a result, the Department is beginning consultations on the Report and on implementation. This consultation will focus on lessons learned from communities already offering Junior Kindergarten and challenges with implementing the program in the remaining communities. It is expected that consultation will include education boards, principals and teachers, parents, and community leadership. Simultaneous with the consultation will be the development of communication materials for parents and other key stakeholders and an alternative approach for funding the program that reflects the government's fiscal reality. Additionally, actions identified for communities to strengthen and support the existing Junior Kindergarten sites will be advanced.

ECDL will be revising the JK and Kindergarten curriculum during 2016-17, including specific expectations for four and five year-olds, and developing additional resources and training for the teachers of these grades.

During 2016-17, the Department will begin research and consultation on the possibilities and options relating to universal daycare in the NWT. This work will include an examination of the



## Department of Education, Culture and Employment 2016-17 Business Plans

policy parameters, along with identifying current gaps and measures for expanding available spaces and significantly expanding the number of qualified early childhood workers across the NWT.

### 2.2 K-12 Education

The Department has two primary divisions dedicated to Kindergarten to Grade 12 Education: **Instructional and School Services (ISS)** and **Education Operations and Development (EOD)**.

The ISS division is responsible for ensuring that teaching standards are maintained, and conducting curriculum review, revision and replacement, as required. It also supports school staff to implement Departmental directives.

The EOD division is responsible for supporting, monitoring and reviewing the operations and service delivery of education authorities for K-12 education, managing teacher and principal certification, managing student records, systemic student assessments and reports on student achievement, and the functionality of the K-12 education system.

Additionally, the EOD division assists with teacher recruitment and retention, provides education leadership development, supports teachers through the Teachers' Qualification Service, runs Public Library Services, and supports the delivery of a range of programs and services related to literacy.

The work in this area has been focused on the Education Renewal and Innovation Framework and Action Plan. Implementation of the Action Plan has been supported by numerous working groups involving multiple areas within the Department, school board staff and teachers, and external stakeholders. While there are 18 actions contained in the initial Action Plan, the work can be categorized into the four broad areas.

#### *a) Culture, Identity and Connections to the Land*

The Department is committed to ensuring that curriculum, teaching resources and teacher in-service training reflects our Northern context. All curricula are integrated with the foundational documents Dene Kede and Inuuqatigiit. Northern issues are important parts of student learning, and the Education Renewal initiatives bundled in this category are meant to reflect and strengthen implementation of this commitment.

During 2015-16, all NWT teachers, including those new to the North, completed a History and Legacy of Residential Schools Awareness in-service training. This same in-service training was completed by all Department headquarters staff, as well as a number of representatives from other GNWT departments and other Canadian jurisdictions. The Department will continue to offer this important in-service training to teachers and GNWT staff in order to ensure that teachers and Department staff are aware of, and operate within a context that includes the history and lasting impact of colonialism and residential schools.



## Department of Education, Culture and Employment 2016-17 Business Plans

Building on the successful implementation of the Northern Studies 10 curriculum, work will begin to develop a curriculum for a new Northern Studies 20 course in 2016-17. This course will focus on students' understanding of Northern land claims, and will provide opportunities to explore a wide range of Northern issues. It is expected that this course should be ready for piloting by 2017-18.

The Elders in Schools territorial pilot successfully completed its final year in 2015-16, and will become an official program in the Fall of 2016.

A major element of this area of Education Renewal will be the development of a renewed Aboriginal Language and Culture-based Education (ALCBE) Directive in 2016-17. It is expected that implementation of the new directive will begin in 2017-18.

### *b) Student and Teacher Wellbeing*

Learning is only possible when the well-being and safety of both learners and teachers has been considered and incorporated, which also includes workloads. These realities are recognized in many of the first Education Renewal initiatives being implemented.

The *Safe and Caring Schools Regulations* and a *Territorial School Code of Conduct* have been developed and will be implemented in the Fall of 2016. All NWT schools have received support from an investment of \$650,000 for Healthy Foods for Learning, through the *NWT Anti-Poverty Strategic Framework* funding, and have completed the first required reporting cycle.

In the first year of a two-year pilot, self-regulation strategies and training were successfully introduced in three regions of the NWT during 2015-16. The second year of this work will include all remaining education authorities in the NWT.

The first three-day New to the North Educators Conference (orientation) was successfully piloted in August 2015, and received positive feedback from participants, with plans to have a second year in the Summer 2016.

Starting in 2015-16, access to Starling Minds, an online training program for educators aimed at increasing mental wellness, productivity and stress management strategies, was provided to all NWT teachers, as well as online courses and book clubs on wellness focused topics.

These initiatives are continuing for 2016-17.

### *c) Academic Achievement*

In order to develop capable Northern citizens, students must first acquire the necessary competencies. The Education Renewal initiatives gathered under this category support the creation of learning environments and the use of approaches to teaching that engage students in their own learning, while honouring that the understanding that abilities and interests of individual students





## Department of Education, Culture and Employment 2016-17 Business Plans

are unique.

The Distance Learning pilot project has now completed three semesters in six NWT communities, across three regions, with a total of 58 online courses completed successfully. The completion rate for students participating in these courses has been noteworthy, with over 60% of students completing the course which compares with historical success rates of around 30% using conventional distance learning approaches. Work during the 2016-17 year will include the continuation of the Distance Learning pilot, including expansion into additional NWT senior secondary schools for interested students.

The implementation of the new Inclusive Schooling Directive will take place in the Fall of 2016, including implementation of a renewed funding structure and Accountability Framework. The new approach provides greater clarity on the roles and responsibilities of all elements of the Inclusive Schooling system. The new approach provides for an increase of 27 Program Support Teachers, including ensuring that virtually all of our schools have a full-time Program Support Teacher (schools with less than 30 students will have 0.5 PST). The new Inclusive Schooling approach provides for a small increase in the number of Education Assistants, and provides a structured approach to ensure that all staff with a role in Inclusive Schooling have access to increased training and support. The new approach also provides for greater access to professional supports across all school boards.

The 2016-17 year will also begin the renewal of K-12 NWT Curriculum and Assessment to reflect 21<sup>st</sup> Century competencies such as critical thinking, problem solving, literacy, and numeracy. This work will begin with the development of competency-based early childhood and K-12 Literacy and Numeracy Plans, as well as the development of a competency-based K-9 Health and Wellness curriculum document.

During 2016-17, the Department will undertake work on a renewed high school pathways approach and examination of current graduation requirements. Consideration needs to be given to ensuring that programs include career and transitioning supports for students whether they are entering the workforce or various types of postsecondary education. This work will include extensive research and stakeholder engagement.

The Department has also begun important work to implement a new suite of K-12 student assessment tools to accompany teacher training. This work is in part driven by the progressive retirement of the Alberta Achievement Tests (AATs) that the NWT currently uses as a primary tool for student assessment.

Finally, 2015-16 also saw the successful facilitation of a wide range of in-service training which were provided at both regional- and territorial-level teacher professional development events.



## Department of Education, Culture and Employment 2016-17 Business Plans

### *d) Accountability and Reporting*

The Department and the education authorities are responsible for demonstrating to what extent the investments made in education are helping students to be successful. Policy and programs must have measurements in place as they are implemented in order to allow for the assessment of effectiveness over time. The reporting required to establish those levels of success needs to be useful, efficient and used to improve student and system success. The Education Renewal initiatives gathered under this category reflect a commitment to documenting and implementing effective approaches and tools to achieve these goals.

With the fiscal realities of the GNWT, in addition to needing to ensure the effective allocation of school funding, a review of the School Funding Formula was completed and implementation will begin in the Fall of 2016. Furthermore, in 2016-17 a K-12 Accountability Framework will be developed the first phase of planning and reporting will take place in 2016-17. The complete K-12 Accountability Framework process, including school board operating plans and annual reporting will be in place by 2018-19.

A District Education Authorities (DEA)/Divisional Education Councils (DEC) Handbook was drafted in 2015-16, and delivery of orientation sessions for elected board members across the NWT has begun and will extend into 2016-17.

In addition to the Education Renewal specific work that has and will be conducted, the Department will also work towards the following activities during 2016-17.

The GNWT mandate includes the examination of options for shared services for administration across NWT school boards. In 2016-17, the Department will begin work on a planning study on options for shared service administration across the NWT school boards. Lessons will be learned from other shared services initiatives like the work that is being completed by Health and Social Services and others within the GNWT for activities like finance, technology, procurement and human resources.

Coordination of the first year of data collection for the Middle Development Indicator (MDI), which is similar to the previously discussed EDI, will take place in 2016-17. This information will be used to assess developmental health of student populations in Grade 4 and 7.

The Department will work towards implementing the Court of Appeal ruling related to French First Language Instruction during 2016-17. In addition to starting work on the expansion at Ecole Allain St. Cyr, the Department will be working with affected school boards to ensure that appropriate space sharing arrangements are in place. The Department has also committed to a review of the Ministerial Directive on Admissions in French First Language Programs and this will be completed in 2016-17.



## Department of Education, Culture and Employment 2016-17 Business Plans

The EOD division will continue to support and fund the 21 NWT Public Libraries through contribution agreements.

### **2.3 Culture and Heritage**

The Department advances activities related to culture and heritage through the Culture and Heritage Division which is responsible for enhancing the arts, cultures and heritage of the NWT in partnership with community, regional and national organizations. Specifically, responsibilities include support to community museums, cultural, heritage and arts organizations, and individuals; management of archaeological site protection and archaeological research; participation in land use regulatory processes; and administration of the Geographical Names and Territorial Historic Sites program and the NWT Archives and Museum operations at the Prince of Wales Northern Heritage Centre (PWNHC).

In 2015-16, the development of the inter-departmental Culture and Heritage Strategic Framework was completed and work has begun on developing a four-year action plan. It is anticipated that this action plan will be completed in 2016-17.

Another major accomplishment in 2015-16 was the recent discoveries in the ongoing NWT Ice Patch Study which revealed a 6,000 year old birch throwing dart fragment. This is the oldest radiocarbon dated artifact from the Mackenzie Mountains, pushing back our knowledge of human use and occupation of these environments by more than a thousand years.

A final Memorandum of Understanding (MOU) is currently being completed with the Government of Nunavut for the care of the Nunavut collections, with the goal of moving the majority of their collection to Nunavut by the end of 2021. In 2015-16 the Nunavut Archives were successfully transferred to Nunavut. Additionally, in line with a partnership agreement between the Governments of Nunavut and Manitoba, the majority of the Nunavut Fine Art collection was transferred on loan to the Winnipeg Art Gallery. This MOU will also allow the Department to develop an approach to address the storage space issues at the PWNHC in the coming year.

### **2.4 Aboriginal Languages Secretariat**

The Aboriginal Languages Secretariat (ALS) was recently created within the Department to enhance the revitalization and protection of the Aboriginal languages throughout the NWT. The ALS supports official Aboriginal languages in the NWT, including the provision of supports for Aboriginal language broadcasting in the NWT, and support and funding for Aboriginal Governments to develop and implement their Aboriginal language plans.

The Department funded the development of five-year regional Aboriginal language plans and enhanced its funding to Aboriginal governments to build their capacity to guide the implementation of those plans. The regular use of one's mother tongue in the home and, if possible, at school are featured prominently in many of the regional language plans.





## Department of Education, Culture and Employment 2016-17 Business Plans

In 2016-17 the Department will update, align and revise the NWT Aboriginal Languages Plan, including the development of an Action Plan, a Monitoring, Evaluation and Accountability (MEA) Plan, and a Communications Plan. The Department has completed a project charter to begin this work, and has engaged with the regional Aboriginal Language Coordinators on the development of regional-level MEA plans, which will inform the larger MEA plan for the updated NWT Aboriginal Languages Plan.

Negotiations to renew the Canada-NWT Cooperation Agreement for French and Aboriginal languages in the NWT will be completed in 2016-17. These agreements provided one-year funding over the past two fiscal years and an objective is to enter into a multi-year agreement to provide for more predictable funding.

In 2015-16, the Department along with two statutory Languages Boards, the NWT Official Languages Board and the NWT Aboriginal Language Revitalization Board, agreed on amalgamation of the two boards into one Official Languages Board including the Francophone representatives. The Department is currently working towards a legislative proposal to proceed with this amalgamation.

In 2016-17, the Aboriginal Language Secretariat will play an integral part of the work on the Aboriginal Language and Culture-Based Education Directive. This work includes conducting teacher training pilots for Aboriginal languages. For 2016-17, this work will include playing a key role in the development of a K-9 Aboriginal language curriculum.

### **2.5 Francophone Affairs Secretariat**

The purpose of Francophone Affairs Secretariat (FAS) is to improve the delivery of French language communications and services to the public. The FAS provides active leadership and provides policy direction for French communications and services across the GNWT. Additionally, the FAS delivers French language translation services and manages Services de Territoires du Nord-Ouest (Services TNO), and ensures the coordination of services and communications in French across the GNWT.

The Francophone Affairs Secretariat also coordinates and monitors the GNWT-wide implementation of the French Language Strategic Plan, which was developed in partnership with the Fédération franco-ténoise and is a key component in the GNWT's efforts to provide improved services to all language communities.

The Francophone Affairs Secretariat, in collaboration with each of the GNWT departments, coordinated the development and implementation of departmental-level operational plans for the provision of French services. Additionally, in consultation with the Francophone community, the FAS division continues to work with the Department of Human Resources to increase bilingual capacity to offer these services, and to make them more available and accessible.



## Department of Education, Culture and Employment 2016-17 Business Plans

In 2015-16, the Francophone Affairs Secretariat successfully completed a number of initiatives to improve and enhance GNWT services and communications in French, including:

- the production and implementation of the GNWT Active Offer Toolkit across all departments,
- the ongoing French translation of all GNWT media releases, and
- all GNWT job ads being posted in French.

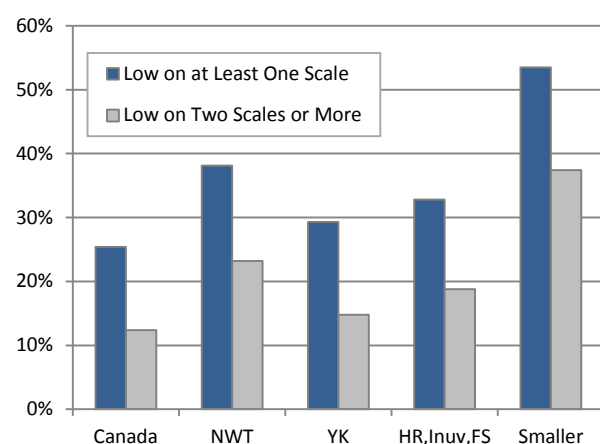
During the 2016-17 year, the Francophone Affairs Secretariat will continue to implement activities outlined in the French Language Strategic Plan, for the maintenance and enhancement of GNWT services in French.

### PERFORMANCE MEASURES

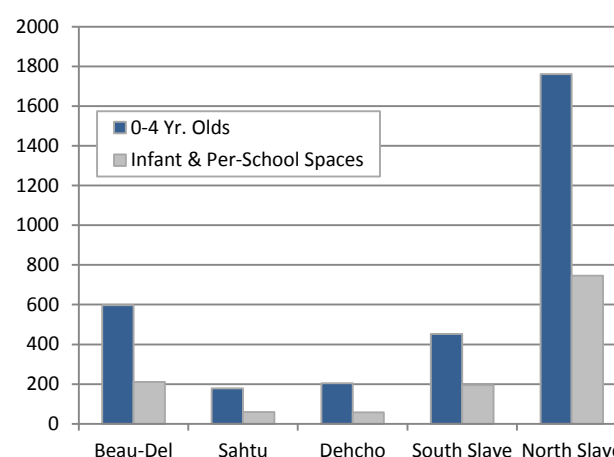
#### Measure 1 – Supporting Early Childhood Development

As noted previously, the EDI provides a good basis for assessing children's development across a variety of components. The baseline for this measure demonstrates the challenges, with more children scoring low than the Canadian average in all community types, although in smaller communities this is most noteworthy with 38% of children scoring low on at least two scales. This measure will help demonstrate change over time.

*Children with Low Scores Development Components (EDI)  
2012-14*



*Number of Childcare Spaces, by Region  
2016*



Examining the number of childcare spaces with the population is somewhat problematic as not all families send their children to daycare or day home programs. Also it is relatively rare that newborns attend these programs, and with the implementation of junior kindergarten there may be



## Department of Education, Culture and Employment 2016-17 Business Plans

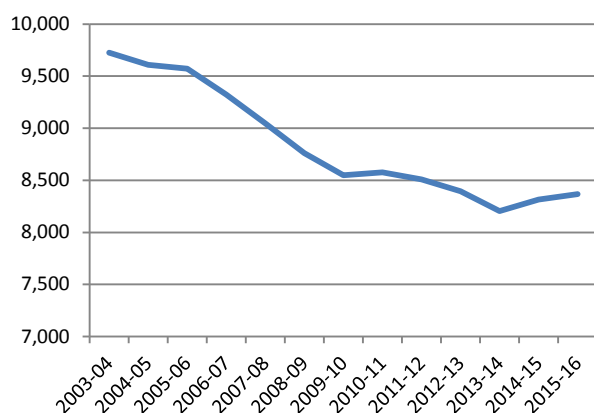
fewer four year olds participating in these programs. That said it does give a relative measure of availability.

### Measure 2 – Improving Student Outcomes

Overall student outcomes are improving in the NWT as the graduation rate continues to increase. However, graduation rates in the NWT continue to be lower than the national average and gaps continue to exist between Aboriginal and Non-Aboriginal students.

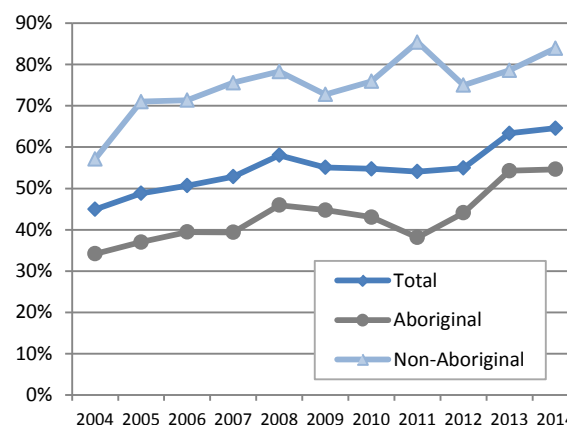
Enrollments in the NWT have been declining for a number of years as declines in overall fertility rates impact the school system. Enrollment is expected to stabilize and in the past two years there has been an increase with the initial implementation of the Junior Kindergarten program.

*School Enrollment, by Year  
2003-04 – 2015-16*



*Implementation of JK started in 2014-15*

*NWT High School Graduation Rates  
2011-2015*

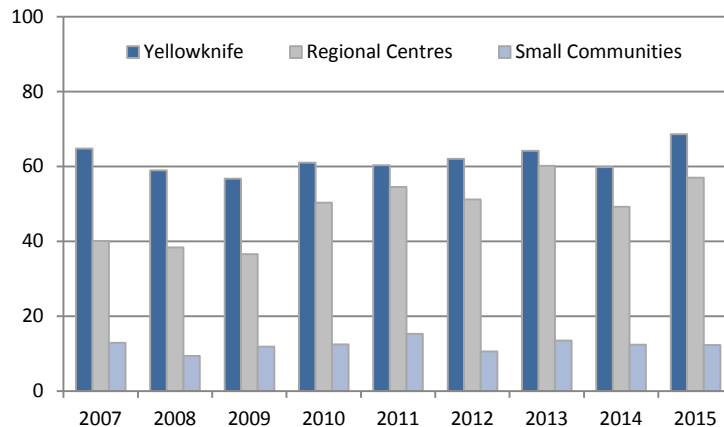


In recent years, the Alberta Achievement Tests have provided an assessment of student performance in English Language Arts and Math in Grade 3, 6, and 9. The Government of Alberta recently decided to change its assessment tool and the AAT's are being phased out starting with the Grade 3 tests. Education, Culture and Employment is looking at options for a new assessment tool, but is continuing with the AAT's for the time being.



## Department of Education, Culture and Employment 2016-17 Business Plans

*Gr. 9 Students Achieving Acceptable English Language Arts AAT as a % of Enrollment  
2007-15*

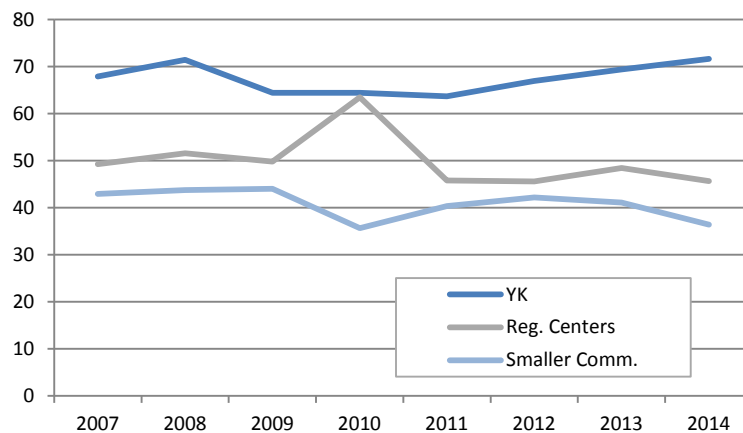


Territorial results again show differences between community types and that challenges are apparent in smaller NWT communities long before graduation.

One of the key indicators associated with student outcomes is attendance. While there have been some challenges with this information in the past, the trends are clear with relatively fewer

students attending school at least 90% of the time in regional centers and smaller communities than observed in Yellowknife.

*Percentage of Students Attending Over 90% of the Time  
2014-15*



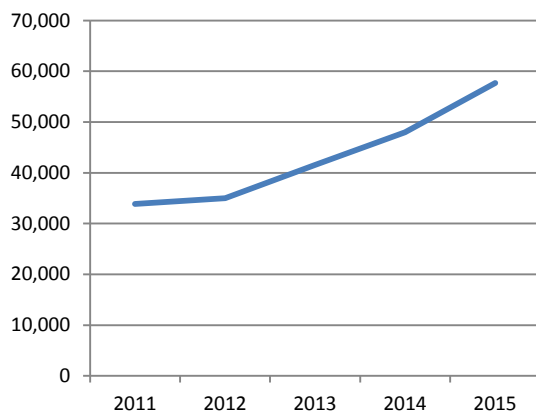


## Department of Education, Culture and Employment 2016-17 Business Plans

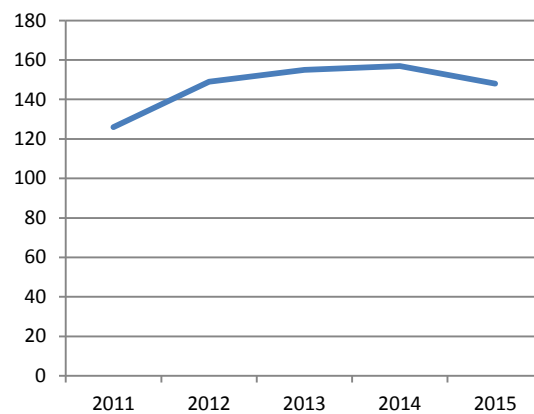
### Measure 3 – Supporting Culture and Heritage

While there are a variety programs and activities to support culture and heritage, the Prince of Wales Northern Heritage Centre and the cultural grant and contribution programs are two indicators of activity.

*Annual Visits to the Prince of Wales Northern Heritage Centre, 2011-2015*



*Number of Cultural Grant and Contribution Programs Funded 2011-2015*



There have been significant increases in visitation to the Prince of Wales Heritage Centre over the past few years with about 58,000 visitors in 2015. While the growth would, in part, be attributable to a strong tourism market, Culture and Heritage has also had a number of exhibits and events that have drawn visitors to the facility. Projects funded through the grant and contribution programs have remained steady over the past few years.

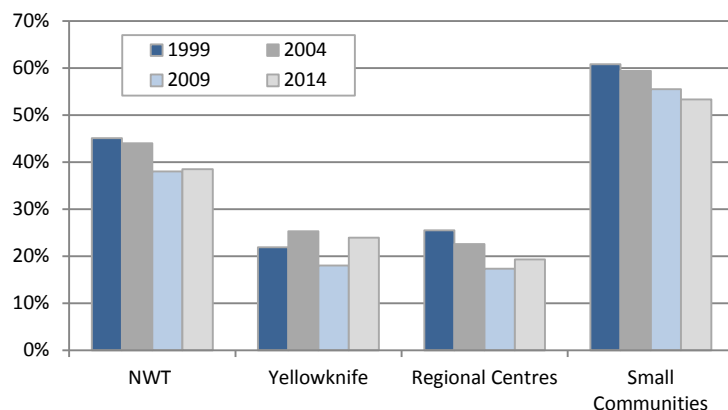
### Measure 4 – Supporting Aboriginal Languages

One indicator of language is the percentage of Aboriginal people who are able to speak an Aboriginal language. Trends over the past 15 years show increased Aboriginal language use in smaller communities, although there is an on-going downward trend in Aboriginal language speakers.



## Department of Education, Culture and Employment 2016-17 Business Plans

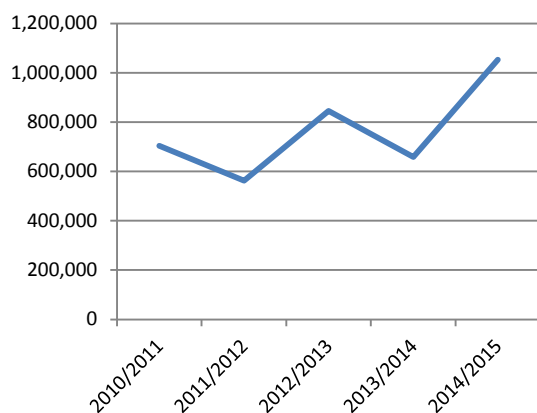
*Percentage of Aboriginal People 15 Years and Older who Speak an Official Aboriginal Language  
1999-2014*



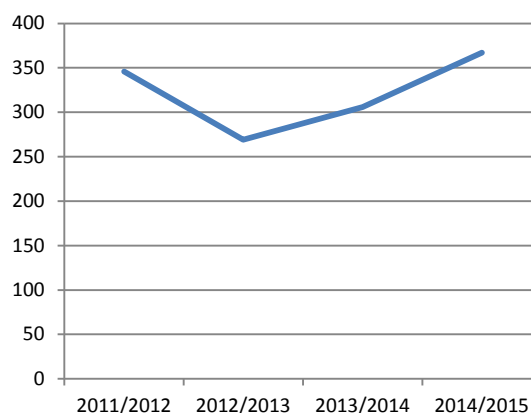
### Measure 5 – Providing French Language Services

Indicators of French language services indicate an increase in translation services, while client interactions at Service TNO have remained relatively stable.

*Total Numbers of Words Translated into or from French,  
2010-11 to 2014-15*



*Total Number of Client Interactions at Services TNO  
2011-12 to 2014-15*





## Department of Education, Culture and Employment 2016-17 Business Plans

### Key Activity 3 - Labour Development and Standards

#### DESCRIPTION

The Labour Development and Standards (LDS) branch provides a range of programs and services related to career development, apprenticeship, employment preparation, training and development, labour services, and adult and postsecondary education and immigration.

#### GOALS

The goals for Labour Development and Standards are guided by the *S4S Strategic Framework* that was developed to ensure that appropriate education and training systems are in place for NWT residents, students and workers to gain the required skills over the next 15 years. The *S4S Strategic Framework* outlines four goals, which are:

1. Increase skill levels through relevant education and training,
2. Bridge education and employment gaps through targeted supports,
3. Grow the NWT workforce through partnerships, and
4. Improve decision-making with relevant labour market information.

In addition to this guiding framework there are a number of components of the mandate for the 18<sup>th</sup> Legislative Assembly that will largely be coordinated within this key activity. This includes:

- We will get more 18-24 year olds into the labour market by using a better mix of improved educational attainment and skill development, while matching skills with employer needs through improved career development supports.
- We will take steps to close the skills gap using the Skills4Success strategic framework, and by working with Aurora College on a renewed strategic plan, refocusing support for post-secondary institutions in NWT, improving outcomes from our Community Learning Centres, strengthening the apprenticeship program, and improving our career development services.
- We will increase the number of immigrants working in NWT and increase investment by immigrants, by implementing an immigration strategy that prioritizes streamlining application processes, increasing awareness of immigration programs, and consolidating our administrative supports.
- We will develop and implement a strategy to increase employment in small communities

#### HIGHLIGHTS

##### 3.1 Employment Standards

Employment Standards administers the Employment Standards Act and investigates complaints from employees regarding non-compliance with the legislation. This section of Labour Development and Standards works with employers to provide training and advice on compliance





## Department of Education, Culture and Employment 2016-17 Business Plans

with the legislation. Independent adjudicators make decisions on appeals filed under the Employment Standards Act.

### 3.2 Labour and Career Development

The Labour and Career Development unit coordinates labour market programs to support skill development in the North and increase participation in the workforce. It provides support to industry to ensure the scope and delivery of programs offered to meet regional needs.

The Labour and Career Development unit also manages and delivers a number of federally funded programs. These include the following along with their 2014-15 funding levels:

- Labour Market Development Agreement (\$4,571,000)
- Canada Northwest Territories Job Fund (\$1,111,898)
- Labour Market Agreement for Persons with Disabilities (\$1,249,000)
- Targeted Initiative for Older Workers (\$240,000)

In addition to these programs, the Labour and Career Development unit administers territorial programs like the Small Communities Employment Support Program.

Direct career development services are delivered through ECE Regional Service Centers. In addition to working with employers to deliver the programs noted above, there are also direct services provided to clients such as career counseling, needs assessments, education planning, workshops, resource libraries, career and labour market information and participation at career fairs.

Partnerships with other training partners are critical to administer training and employment support programs. Aboriginal Governments, Aurora College, the Mine Training Society and various industry partners all contribute to program delivery.

In 2016-17, an action plan will be developed for the Skills 4 Success 10 Year Strategic Framework that will guide the Department's approach to skills development. As noted above one of the goals is to increase skill levels through relevant education and training. Labour and Career Development's activities will be impacted by the action plan. Consideration will need to be given to the balance between focus on post-secondary diplomas, degrees and certificates and short-term skill development. Career development services are likely to be a focus. Youth must be aware of future labour demand and steps they will need to take to achieve their education and training goals. A tighter alignment between schools and career development is required.

The Department will work collaboratively with Departments of Finance, Industry Tourism and Investment, and Human Resources in 2016-17 towards developing and implementing a strategy to increase employment in small communities.





## Department of Education, Culture and Employment 2016-17 Business Plans

### 3.3 Apprenticeship and Occupational Certification

The Apprenticeship and Occupational Certification unit works closely with industry, Aurora College, and the Interprovincial Red Seal Program to provide training and certification in designated trades and occupations. The Apprenticeship and Occupational Certification unit currently has 391 apprentices registered in the NWT and in 2015-16 there were 63 journeypersons certified.

During 2015-16, the Department signed an information sharing agreement with the Government of Canada to allow for the sharing of apprentice information under the Canada Apprentice Loan. In an effort to encourage youth to pursue careers in the trades, the unit released revised Student North Apprenticeship Program (SNAP) materials in high schools across the NWT.

### 3.4 Immigration Nominee Program

The Nominee Program provides immigration supports through the Canada-NWT Agreement on Territorial Nominees. The Northwest Territories Territorial Nominee Program (NTNP) is operated by the Department on behalf of the federal governments Department of Immigration, Refugees, and Citizenship Canada (IRCC) as a pathway to permanent residency. It is an employer-driven program whereby an employer submits an application to the GNWT with respect to a foreign national employee who meets GNWT and IRCC eligibility requirements.

In 2015, the Department exceeded its target to increase the number of immigration nomination certificates by 25% each year. These efforts began in 2010 when there was an increased emphasis placed on the nominee program. In 2015, there were 63 nominee certificates approved, an increase of 34% from 2014, which compares with 2 nominees approved in 2010.

Moving forward, the Department will continue to promote and improve the Nominee Program to better support NWT employers. During 2016-17, an Immigration Framework to guide the GNWT's immigration programs and supports will be developed and implemented.

### 3.5 Adult and Postsecondary Education

Adult and Postsecondary Education supports the planning, research, and development of adult literacy and postsecondary programs and services throughout the NWT. Funding is provided to Aurora College for the delivery of a variety of certificate, diploma and degree programs, as well as Adult Literacy and Basic Education (ALBE) and continuing education programs, at each of its three campuses and 23 Community Learning Centres (CLCs). Additionally, Aurora College's Aurora Research Institute has offices in Yellowknife, Fort Smith, and Inuvik and is responsible for licensing and coordinating research in accordance with the NWT Scientists Act.

As noted, 2016-17 will be a critical year for setting direction for adult and postsecondary education programs within the Northwest Territories. The action plan for the Skills 4 Success Strategic Framework will be developed. The government will need to provide direction and support to



## Department of Education, Culture and Employment 2016-17 Business Plans

Aurora College as it develops a new strategic plan. Consideration will need to be given to the role of Aurora College with the spectrum of post-secondary training and education. Funding mechanisms will need to be examined to ensure that the government's goals and objectives are being reflected in operations and that the desired outcomes are being met.

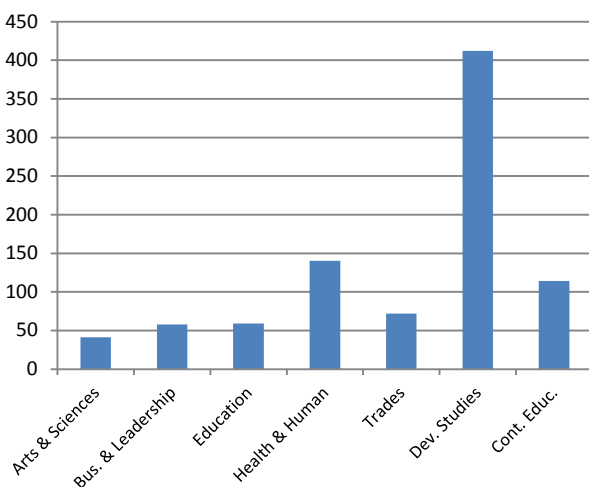
Programs offered by the College and others need to be aligned with the expected labour demand and consideration of cost effectiveness for various programs will need to be examined versus alternative delivery mechanisms. During 2016-17, legislative changes associated with postsecondary institutions in the NWT will also be advanced.

### PERFORMANCE MEASURES

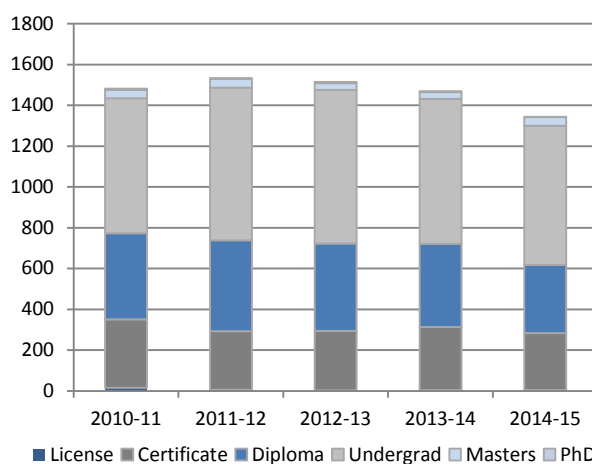
#### Measure 6 – Supporting Post-Secondary Schooling

Overall there are about 897 full-time equivalent students at Aurora College for 2015. Overall enrollment has been declining at Aurora College in recent years and is about 18% lower than the high of 1,091 FTE in 2011. Developmental studies (Access and ALBE) and Continuing Education represent about 59% of the FTE at Aurora College.

*Aurora College FTE, by Division  
2015*



*SFA Recipients, by Type of Course  
2010-11 to 2014-15*



The number of Student Financial Assistance recipients has also seen a decline, particularly in 2014-15 when there were 1,343 recipients. Slightly over half of SFA recipients are pursuing a university degree, while others are mainly pursuing a diploma or certificate.



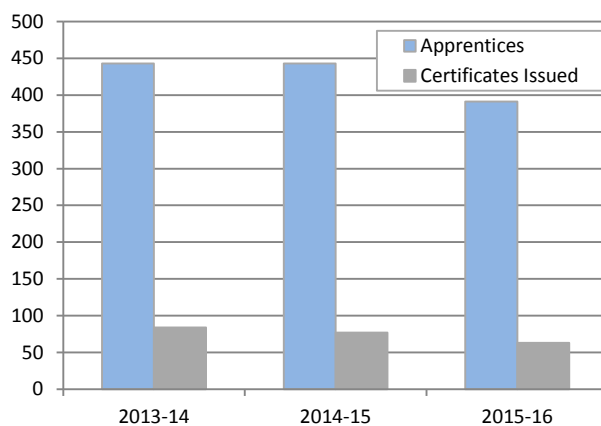
## Department of Education, Culture and Employment 2016-17 Business Plans

### Measure 7 – Improving Skill Development

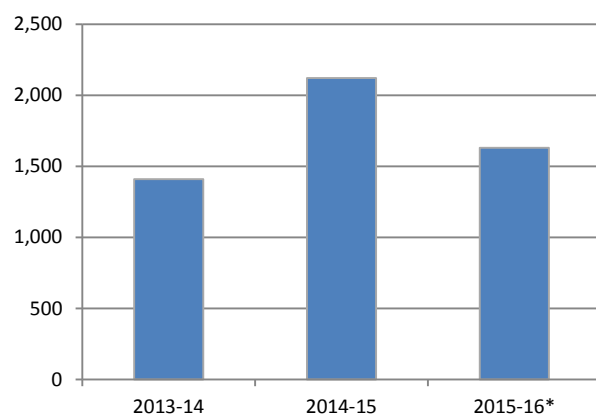
The number of apprentices supported by the Department has remained relatively constant although there was a dip in 2015-16. Similarly the number of journey person certifications has declined in the past two years from 84 in 2013-14 to 63 in 2015-16.

The overall number of participants in short-term training supported by the federal and territorial programs administered by the Department, ranges from approximately 1,500 to 2,000 residents annually.

*Number of Apprentices and Certificates of Qualification Issued  
2013-14 to 2015-16*



*Participants in Short-Term Training Programs  
2013-14 to 2015-16*



\* Preliminary Estimates

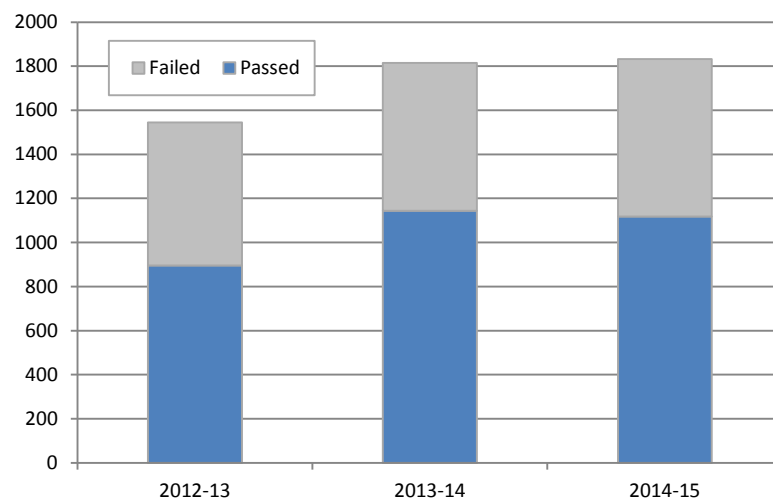


## Department of Education, Culture and Employment 2016-17 Business Plans

### Measure 8 – Improving Adult Basic Education Outcomes

Over the past two fiscal years, there have been about 1,800 courses taken through either Access or ALBE programs delivered on Aurora College campuses or at Community Learning Centers. This represents students who finished the course and received a mark (e.g. excludes dropouts). Overall, about 60% of the students pass their course.

*Student Success in ALBE & Access Courses on Campuses and Community Learning Centers  
2012-13 to 2014-15*



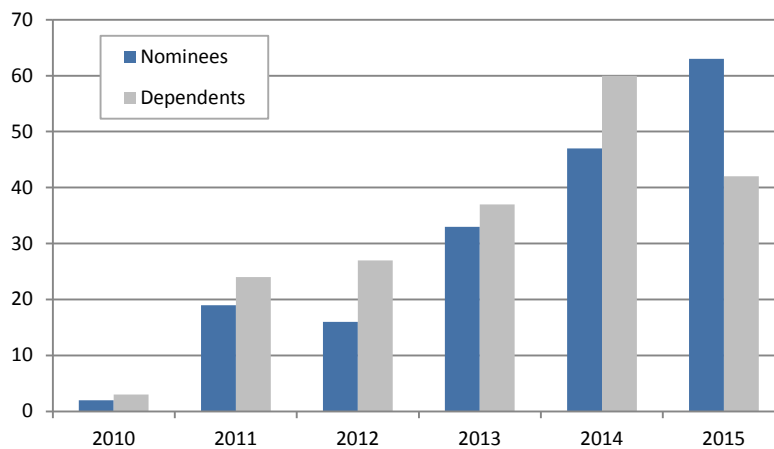


## Department of Education, Culture and Employment 2016-17 Business Plans

### Measure 9 – Supporting Immigration

As noted previously, there has been an increased emphasis on immigration in recent years. The Department has seen continued growth in nominees. Over the last six-year period, a total of 373 new NWT residents have arrived through the Nominee Program.

*NWT Nominees and Dependents  
2010-15*





## Department of Education, Culture and Employment 2016-17 Business Plans

### Key Activity 4 - Income Security

#### DESCRIPTION

Income Security develops policies and plans, and provides training, information, and financial and auditing functions to the Department's Regional Service Centres for the delivery of Income Security Programs in line with relevant legislation and regulations. There are five main IS programs, which are Income Assistance, Student Financial Assistance, the NWT Child Benefit, the Seniors Home Heating Subsidy, and the Senior Citizen Supplementary Benefit.

The division also provides supports to ensure the NWT Social Assistance Appeal Committees, the NWT Social Assistance Appeal Board and the NWT Student Financial Assistance Appeal Board can respond to client complaints in compliance with legislation. Additionally, the division works closely with non-government organizations with an interest in social programs.

#### GOALS

The *NWT Anti-Poverty Strategic Framework*, led by HSS, outlines a number of goals that relate directly to the purpose of and the activities within the Income Assistance programs:

- Children and families lead healthy lives free from poverty in a safe and nurturing environment.
- NWT residents access the supports they need for healthy living and reaching their full potential.
- Everyone has a roof over their head and a safe and affordable place to call home.
- Sustainable communities manage their resources based on current need and ensure that future generations have adequate resources.
- NWT residents receive a range of services, according to their needs.

The Department is undertaking a strategic reform initiative related to income security in the Northwest Territories. This initiative will impact a variety of the components of the income security system. The review is focusing on three main themes, examining business processes, reviewing benefit levels, and reviewing policies. These themes are in many ways inter-related.

#### HIGHLIGHTS

##### 4.1 Income Assistance

The **Income Assistance (IA)** program provides financial assistance to Northerners to help them meet their basic needs enabling Northerners to move towards greater self-reliance and improved quality of life.

The **Seniors Home Heating Subsidy (SHHS)** program is delivered through the IA program, and provides financial assistance to low- to modest-income seniors to help them pay for the cost of



## Department of Education, Culture and Employment 2016-17 Business Plans

heating their homes.

The **Senior Citizen Supplementary Benefit** program provides financial assistance to low- to modest-income seniors to help cover the cost of living, where this program is delivered through the federal government.

In 2015-16 the Department completed a number of initiatives to improve support to territorial residents. A joint initiative was undertaken with the Northwest Territories Housing Corporation to fund an additional 75 public housing units located in Yellowknife, Hay River and Inuvik. The purpose of the initiative is to decrease expenditures by placing clients with high rental costs into public housing. The Department also created five regional Employment Transition Officers to provide intensive supports to IA clients to assist them in gaining employment and reduce IA expenditures. Finally, the Department increased food and incidental benefits for IA clients by approximately 20% effective April 1, 2015.

A critical initiative that will be undertaken in 2016-17, relates to planned changes the federal government has announced associated with the new Canada Child Benefit. The planned changes could have considerable impact on families receiving income assistance. On July 1, 2016 the Department is proposing changes to the delivery of support provided to low and modest income families. Specifically, significant changes will be made to the NWT Child Benefit that are discussed in more detail below. Along with the introduction of these enhanced benefits, the income assistance program will be changed so the new Child Canada Benefit, the NWT Child Benefit, and child custody payments will no longer be considered part of income for calculation of income assistance benefits. The impact on families that receive income assistance will be significant with increased income for all families receiving income assistance. The changes will also provide greater certainty for families and remove a barrier previously identified for low income families.

In cooperation with the Standing Committee on Social Development a review of the Seniors Home Heating Subsidy will be undertaken including potential efficiencies in delivery.

### 4.2 Student Financial Assistance

The **Student Financial Assistance (SFA)** program provides financial assistance to NWT students through a combination of grants and loans. The program is open to Northerners attending accredited postsecondary studies on a full- or part-time basis.

In 2015-16, the Department introduced significant changes to the SFA program, which included:

- Increased funding for tuition and books,
- Removal of the 20 semester funding limit,
- Introduction of a revolving loan limit,
- Increased loan remission (forgiveness) rates,
- Introduction of zero interest for NWT students that return home, and





## Department of Education, Culture and Employment 2016-17 Business Plans

- Introduction a Northern Bonus for NWT and southern students who move to the NWT after completing their studies.

Moving forward, the Student Financial Assistance unit will further promote and improve the SFA program to support NWT youth in developing skills and abilities to meet their potential as well as the territorial labour demand. This work will also align to the S4S Strategic Framework and upcoming Action Plan, where a key initiative during the 2016-17 year will be to develop options to incentivize graduating students to fill in-demand occupations in the NWT.

### 4.3 NWT Child Benefit

The **NWT Child Benefit (NWTCB)** program provides low to modest-income families with monthly cash payments to assist with the costs of raising children.

As noted above, in support of the 18<sup>th</sup> Legislative Assembly's priorities relating to children and child-care, families, and cost of living, the Department has developed a new NWT Child Benefit that will provide support for children in low- to modest-income families. This new monthly-paid benefit is proposed to be non-taxable and would not be included when considering additional IA benefits.

Benefits would be provided to any family earning less than \$80,000 annual income and would be paid for each child 18 years of age or younger. Further detail on the benefit will be provided over the next few months, but a family earning less than \$30,000 annually with three children under the age of 6 the benefits are expected to be about \$2,900 annually. Additionally, it is expected there would be no application process and limited administration for the NWT Child Benefit as it would be delivered with the Canada Child Benefit.

With the changes proposed to the NWT Child Benefit and the Income Assistance Program, and the revised federal program, it is estimated that average income for families receiving income assistance will increase significantly on an annual basis. The increase benefits under the NWT Child Benefit and the Canada Child Benefit will allow all low and modest income families to make choices on how to apply the increased income to meet the needs of their children.





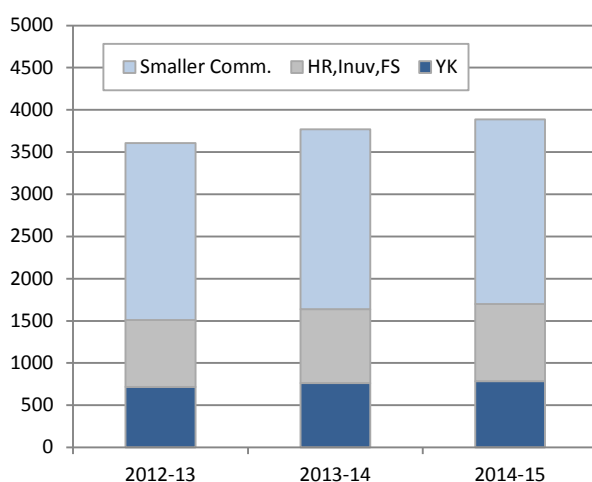
## Department of Education, Culture and Employment 2016-17 Business Plans

### PERFORMANCE MEASURES

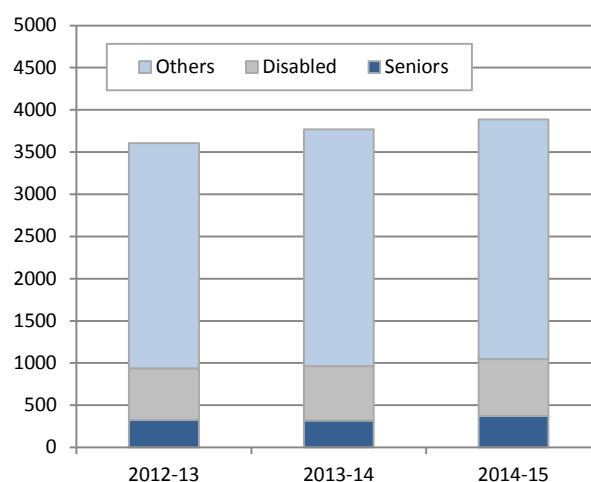
#### Measure 10 – Meeting Basic Income Needs

Over the past three fiscal there has been a 7.8% growth in income assistance clients. This growth was across all community types but was largest in the regional centers of Hay River, Inuvik and Fort Smith at 15.3%, then Yellowknife at 9.5% and a 4.4% increase in smaller NWT communities.

*Number of Income Assistance Clients, by Community Type  
2012-13 to 2014-15*



*Number of Income Assistance Clients, by Client Type  
2010-11 to 2014-15*



By type of client, the increases are largest for seniors and disabled clients at 13.4% and 11.2% respectively, while the number of other clients increased by 6.3%.



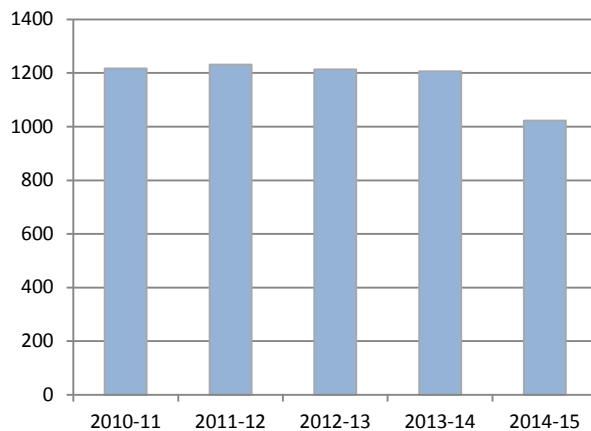
## Department of Education, Culture and Employment 2016-17 Business Plans

### Measure 11 – Supporting Low Income Seniors

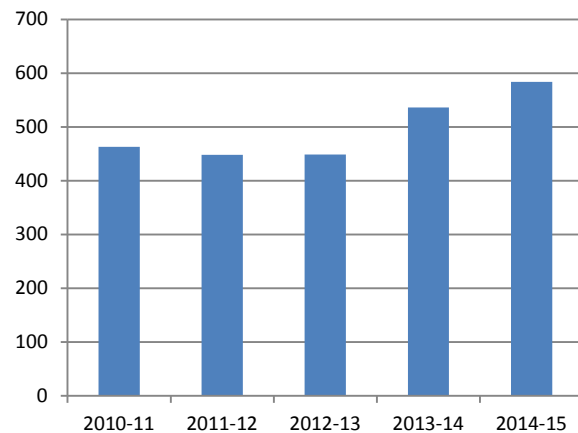
The number of seniors receiving the Seniors Supplementary Benefit has remained relatively stable in recent years, although dipped in 2014-15.

For the Seniors Home Heating Subsidy, there have been increases in the number of clients over the last four years peaking at 584 in 2014-15.

*Number of Seniors Receiving NWT Seniors Supplementary Benefits  
2010-11 to 2014-15*



*Total Clients Receiving Seniors Home Heating Subsidy  
2010-11 to 2014-15*



EDUCATION, CULTURE, AND EMPLOYMENT
------------------------------------

## 2016-17 Business Plan

## Supporting Schedules

<u>Schedule</u>	<u>Description</u>
1	Departmental Summary
2	Operations Expense Summary
3	Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan
4	Proposed Adjustments to Grants & Contributions: 2015-16 Main Estimates to 2016-17 Business Plan
5	Human Resources Statistics
6	Infrastructure Investments
7	Restatements

DEPARTMENTAL SUMMARY
----------------------

(thousands of dollars)

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Revised Estimates</b>	<b>2015-16 Main Estimates</b>	<b>2014-15 Actuals</b>
<b>Operations Expenses by Activity</b>				
Corporate Management	12,025	12,673	11,967	15,303
Education and Culture	206,463	206,416	207,170	207,045
Labour Development and Standards	46,007	48,656	47,225	46,012
Income Security	47,757	48,376	43,424	40,944
<b>Total</b>	<b>312,252</b>	<b>316,121</b>	<b>309,786</b>	<b>309,304</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	30,652	31,219	30,641	33,229
Grants and Contributions	222,618	220,900	220,854	212,181
Other	42,957	47,977	42,266	48,335
Amortization	16,025	16,025	16,025	15,559
<b>Total</b>	<b>312,252</b>	<b>316,121</b>	<b>309,786</b>	<b>309,304</b>
<b>Revenues</b>	<b>9,749</b>	<b>11,205</b>	<b>9,955</b>	<b>9,913</b>

**HUMAN RESOURCE SUMMARY**

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Main Estimates</b>
Yellowknife Headquarters	150	165
Regional / Area Offices	78	78
Other Communities	12	12
	<b>240</b>	<b>255</b>

## Operations Expense Summary

(thousands of dollars)

PROPOSED ADJUSTMENTS											
	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Devolution	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Corporate Management</b>											
Directorate Management	1,656	-	1,656	-	-	-	-	(6)	(90)	-	1,560
Policy, Legislation and Communications	1,366	-	1,366	-	-	-	-	(7)	(15)	-	1,344
Finance and Capital Planning	2,154	-	2,154	-	-	-	-	(12)	(136)	-	2,006
Planning, Research and Evaluation	6,791	-	6,791	(110)	-	-	-	580	(146)	-	7,115
	<b>11,967</b>	-	<b>11,967</b>	<b>(110)</b>	-	-	-	<b>555</b>	<b>(387)</b>	-	<b>12,025</b>
<b>Education and Culture</b>											
Adult Post Secondary Education	37,030	(37,030)	-	-	-	-	-	-	-	-	-
Early Childhood Development	8,633	-	8,633	(272)	5	272	-	573	(41)	(150)	9,020
Instructional Support Services	4,756	-	4,756	(84)	-	-	-	(314)	(207)	2,923	7,074
Aboriginal Language and Culture Based	8,400	-	8,400	-	30	-	-	700	-	-	9,130
Inclusive Schooling	27,094	-	27,094	-	105	-	-	-	-	-	27,199
Minority Language Education and Instru	2,608	-	2,608	-	-	-	-	(8)	-	-	2,600
School Contribution	132,970	-	132,970	-	883	-	-	(1,996)	-	(2,923)	128,934
Education Operations and Developmen	2,467	-	2,467	-	1	-	-	(108)	(57)	-	2,303
Public Library Services	2,051	-	2,051	-	1	-	-	(38)	(27)	-	1,987
Culture and Heritage	7,100	-	7,100	(218)	-	21	240	10	(157)	-	6,996
NWTTA Professional Improv	2,019	-	2,019	-	-	-	-	-	-	-	2,019
Aboriginal Languages Secretariat	6,748	-	6,748	-	-	-	-	440	(59)	-	7,129
Francophone Affairs Secretariat	2,324	-	2,324	(57)	-	-	-	(54)	(141)	-	2,072
	<b>244,200</b>	<b>(37,030)</b>	<b>207,170</b>	<b>(631)</b>	<b>1,025</b>	<b>293</b>	<b>240</b>	<b>(795)</b>	<b>(689)</b>	<b>(150)</b>	<b>206,463</b>
<b>Labour Development and Standards</b>											
Adult Post Secondary Education	-	37,030	37,030	(483)	(29)	602	-	(11)	(26)	(469)	36,614
Apprenticeship and Occupations	2,975	-	2,975	-	1	-	-	6	(247)	-	2,735
Career and Employment Development	4,273	-	4,273	(246)	3	1,310	-	99	(1,685)	-	3,754
Employment Standards	844	-	844	-	-	-	-	(5)	(33)	-	806
Management and Program Support	2,103	-	2,103	-	7	-	-	27	(39)	-	2,098
	<b>10,195</b>	<b>37,030</b>	<b>47,225</b>	<b>(729)</b>	<b>(18)</b>	<b>1,912</b>	-	<b>116</b>	<b>(2,030)</b>	<b>(469)</b>	<b>46,007</b>
<b>Income Security</b>											
Income Security Programs	29,098	-	29,098	-	130	2,000	-	72	(114)	-	31,186
Student Financial Assist	14,326	-	14,326	-	-	2,223	-	52	(30)	-	16,571
	<b>43,424</b>	-	<b>43,424</b>	-	<b>130</b>	<b>4,223</b>	-	<b>124</b>	<b>(144)</b>	-	<b>47,757</b>
<b>TOTAL DEPARTMENT</b>	<b>309,786</b>	-	<b>309,786</b>	<b>(1,470)</b>	<b>1,137</b>	<b>6,428</b>	<b>240</b>	-	<b>(3,250)</b>	<b>(619)</b>	<b>312,252</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Major Revenue Changes

(thousands of dollars)						
PROPOSED ADJUSTMENTS						
	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %
Explanation of Increases (Decreases) that are 10% or Greater						
<b>TRANSFER PAYMENTS</b>						
Canada Student Loans Program	1,960	-	1,960	1,874	(86)	(4.4)
Canada NWT Cooperation Agreement for French and Aboriginal Languages	3,800	-	3,800	3,800	-	-
Canada NWT Cooperation Agreement for Minority-Language Education and Second- Language Instruction - French	2,588	-	2,588	2,588	-	-
	<b>8,348</b>	<b>-</b>	<b>8,348</b>	<b>8,262</b>	<b>(86)</b>	<b>(1.0)</b>
<b>GENERAL REVENUES</b>						
<b>Regulatory Revenue</b>						
Teacher Certification Fees	11	-	11	11	-	-
Apprenticeship Fees	6	-	6	10	4	66.7
<b>Investment Income</b>						
Student Loan Fund Interest	460	-	460	325	(135)	(29.3)
<b>Lease</b>						
Museum Café (rent)	19	-	19	30	11	57.9
<b>Program</b>						
Care and Storage of Government of Nunavut Museum and Archive Collection	1,061	-	1,061	1,061	-	-
<b>Service and Miscellaneous</b>	50	-	50	50	-	-
	<b>1,607</b>	<b>-</b>	<b>1,607</b>	<b>1,487</b>	<b>(120)</b>	<b>(7.5)</b>
<b>TOTAL REVENUE</b>	<b>9,955</b>	<b>-</b>	<b>9,955</b>	<b>9,749</b>	<b>(206)</b>	<b>(2.1)</b>

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)											
PROPOSED ADJUSTMENTS											
Explanation of Proposed Adjustments	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter-Departmental Transfers and Other Adjustments	2016-17 Business Plan	
<b>Corporate Management</b>											
<b>Grants</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Contributions</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Education and Culture</b>											
<b>Grants</b>											
Community Broadcasting Grants	52	-	52	-	-	-	-	-	-	-	52
Cultural Projects											
Reprofile funding from Contributions to Grants	-	-	-	-	-	-	36	-	-	-	36
Early Childhood Worker Grant Program	890	-	890	-	-	-	-	-	-	-	890
NWT Arts Council											
Reprofile funding from Contributions to Grants	-	-	-	-	-	-	500	-	-	-	500
Support for Northern Performers											
Reprofile funding from Contributions to Grants	-	-	-	-	-	-	101	-	-	-	101
	<b>942</b>	<b>-</b>	<b>942</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>637</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,579</b>
<b>Contributions</b>											
Aboriginal Language Broadcasting											
Internal Reallocation (IR) to combine Aboriginal Languages Secretariat (ALS) Organizations - \$650, IR to fund Aboriginal Languages Broadcasting \$200, IR from supp. reserve to fund Native Communication Society \$300	370	-	370	-	-	-	1,150	-	-	-	1,520
Aboriginal Languages											
IR to combine Aboriginal Languages Secretariat (ALS) Organizations	4,816	-	4,816	-	-	-	(607)	-	-	-	4,209
College Contributions											
Restatement to reflect management of Aurora College from Education & Culture to Labour Developments	33,827	(33,827)	-	-	-	-	-	-	-	-	-
Community Library Services	763	-	763	-	-	-	-	-	-	-	763

## Proposed Adjustments to Grants and Contributions

		(thousands of dollars)										
		PROPOSED ADJUSTMENTS										
		2015-16 Main									Inter- Departmental Transfers and Other	2016-17
	Expalanation of Proposed Adjustments	Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Adjustments	Business Plan	
Cultural Component of Sports Events	Reprofile funding from Contributions to Grants	50	-	50	-	-	-	(50)	-	-	-	
Cultural Organizations	Reprofile funding from Contributions to Grants	554	-	554	-	-	-	(130)	-	-	424	
Cultural Projects	Reprofile funding from Contributions to Grants	36	-	36	-	-	-	(36)	-	-	-	
Early Childhood Intervention Program	IR to reallocate \$500k from Schools to ECDL to implement changes to ECDL programming - \$500	-	-	-	-	-	-	500	-	-	500	
Early Childhood Program	Support for community capacity for early childhood and family literacy - (\$272), Expanding Programming for Children and Youth - \$272, IR to reallocate \$500k from Schools to ECDL to implement changes to ECDL programming (Info Item) - \$500, IR to fund new approach for Early Childhood Education - \$555	3,193	-	3,193	(272)	-	272	1,055	-	-	4,248	
Education Authority Contributions	Collective Bargaining - \$94, NWTTA/GNWT Collective Agreement - Aboriginal Languages (4-Year Agreement) - \$30, NWTTA/GNWT Collective Agreement - Inclusive Schooling Contributions (4-Year Agreement) - \$105, NWTTA/GNWT Collective Agreement - Territorial Schools Contribution (4-Year Agreement) - \$789, IR from supp. reserve to fund Native Communication Society ( \$300), IR from supp reserve for TSC chargebacks - (\$200), IR of ESIS - PowerSchool to PRE - (208), IR to align budgets with expenditures in ERI - \$606, IR to fund changes to ECDL programming - (\$500), Eduation Renewal and Innovation Initiative 2016-17 - \$2,923	153,382	-	153,382	-	1,018	-	(602)	-	(2,923)	150,875	
Francophone Affairs	French Language Communications and Services - WSCC Contribution Sunset	124	-	124	(47)	-	-	-	-	-	77	
Healthy Children Initiative	IR to fund new approach for Early Childhood Education \$1,055	2,110	-	2,110	-	-	-	(1,055)	-	-	1,055	
Healthy Food for Children and Heritage Centre		650	-	650	-	-	-	-	-	-	650	
Minority-Language Education and Second-Language Instruction: French		491	-	491	-	-	-	-	-	-	491	
Arts Organizations Operating Funding	Reprofile funding from Contributions to Grants	2,539	-	2,539	-	-	-	-	-	-	2,539	
		-	-	-	-	-	-	460	-	-	460	



## Proposed Adjustments to Grants and Contributions

(thousands of dollars)											
PROPOSED ADJUSTMENTS											
		2015-16 Main			Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter-Departmental Transfers and Other Adjustments	2016-17 Business Plan
Expalation of Proposed Adjustments		Estimates	Restatements	Restated Total							
Northern Arts Program	Reprofile funding from Contributions to Grants	250	-	250	-	-	-	(250)	-	-	-
NWT Arts Council	Reprofile funding from Contributions to Grants	500	-	500	-	-	-	(500)	-	-	-
NWTTA Professional Development Fund		2,019	-	2,019	-	-	-	-	-	-	2,019
Support for Northern Performers	Reprofile funding from Contributions to Grants	181	-	181	-	-	-	(181)	-	-	-
		<b>205,855</b>	<b>(33,827)</b>	<b>172,028</b>	<b>(319)</b>	<b>1,018</b>	<b>272</b>	<b>(246)</b>	<b>-</b>	<b>(2,923)</b>	<b>169,830</b>
<b>Labour Development and Standards Grants</b>											
LMAPD Grants	Labour Market Agreement for Persons with Disabilities (LMAPD) - \$198, LMAPD Reduction - (\$129)	-	-	-	-	-	198	-	(129)	-	69
		-	-	-	-	-	<b>198</b>	-	<b>(129)</b>	-	<b>69</b>
<b>Contributions</b>											
College Contributions	Restatement to reflect management of Aurora College from Education & Culture to Labour Developments - \$33,827, Aurora College Family Housing (Inuvik) Sunset – (\$429k), Mineral Development Strategy Initiative Sunset – (\$54k), Bargaining Agreement - (\$36), Thebacha Campus Family Residence Lease - \$7, Temporary Rental Accommodations at Aurora College Inuvik Campus - \$554, Western Arctic Centre for Geomatics renovations - \$48k, and Aurora College Family Housing (Inuvik) Transfer (\$469)	-	33,827	33,827	(483)	(29)	602	-	-	(469)	33,448
Literacy Funding		2,356	-	2,356	-	-	-	-	-	-	2,356
LMAPD Contributions	LMAPD - \$802, LMAPD Reduction (\$521)	-	-	-	-	-	802	-	(521)	-	281
Mineral Development Strategy		156	-	156	-	-	-	-	-	-	156
Skills Canada		70	-	70	-	-	-	-	-	-	70
Small Community Employment	Small Community Employment Support Refocus	339	-	339	-	-	-	-	(240)	-	99
		<b>2,921</b>	<b>33,827</b>	<b>36,748</b>	<b>(483)</b>	<b>(29)</b>	<b>1,404</b>	<b>-</b>	<b>(761)</b>	<b>(469)</b>	<b>36,410</b>
<b>Income Security Grants</b>											
Student Grants	Student Financial Assistance Enhancement	11,136	-	11,136	-	-	2,123	-	-	-	13,259
		<b>11,136</b>	<b>-</b>	<b>11,136</b>	<b>-</b>	<b>-</b>	<b>2,123</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,259</b>

## Proposed Adjustments to Grants and Contributions

(thousands of dollars)											
PROPOSED ADJUSTMENTS											
Explanation of Proposed Adjustments		2015-16 Main	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter-Departmental Transfers and Other Adjustments	2016-17 Business Plan
		Estimates									
<b>Contributions</b>											
Homelessness Program	Increased Emergency Shelter Usage - \$112, Internal Reallocation of Emergency Shelter Funding from Contract/Fees to Contribution Agreement - \$1359	-	-	-	-	112	-	1,359	-	-	1,471
		-	-	-	-	112	-	1,359	-	-	1,471
<b>TOTAL DEPARTMENT</b>		<b>220,854</b>	<b>-</b>	<b>220,854</b>	<b>(802)</b>	<b>1,101</b>	<b>3,997</b>	<b>1,750</b>	<b>(890)</b>	<b>(3,392)</b>	<b>222,618</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Human Resources Statistics

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>262</b>		<b>254</b>		<b>242</b>		<b>220</b>	
<b>Indigenous Employees</b>	<b>126</b>	<b>48.1%</b>	<b>122</b>	<b>48.0%</b>	<b>125</b>	<b>51.7%</b>	<b>127</b>	<b>57.7%</b>
Aboriginal	77	29.4%	73	28.7%	76	31.4%	77	35.0%
Non-Aboriginal	49	18.7%	49	19.3%	49	20.2%	50	22.7%
Non-Indigenous Employees	136	51.9%	132	52.0%	117	48.3%	93	42.3%
Male	64	24.4%	63	24.8%	62	25.6%	55	25.0%
Female	198	75.6%	191	75.2%	180	74.4%	165	75.0%
<b>Senior Management</b>	<b>26</b>		<b>22</b>		<b>20</b>		<b>19</b>	
<b>Indigenous Employees</b>	<b>8</b>	<b>30.8%</b>	<b>6</b>	<b>27.3%</b>	<b>7</b>	<b>35.0%</b>	<b>9</b>	<b>47.4%</b>
Aboriginal	4	15.4%	3	13.6%	4	20.0%	5	26.3%
Non-Aboriginal	4	15.4%	3	13.6%	3	15.0%	4	21.1%
Non-Indigenous Employees	18	69.2%	16	72.7%	13	65.0%	10	52.6%
Male	9	34.6%	7	31.8%	9	45.0%	8	42.1%
Female	17	65.4%	15	68.2%	11	55.0%	11	57.9%
<b>Non-Traditional Occupations</b>	<b>6</b>		<b>10</b>		<b>7</b>		<b>5</b>	
<b>Indigenous Employees</b>	<b>2</b>	<b>33.3%</b>	<b>4</b>	<b>40.0%</b>	<b>4</b>	<b>57.1%</b>	<b>2</b>	<b>40.0%</b>
Aboriginal		0.0%		0.0%		0.0%		0.0%
Non-Aboriginal	2	33.3%	4	40.0%	4	57.1%	2	40.0%
Non-Indigenous Employees	4	66.7%	6	60.0%	3	42.9%	3	60.0%
Male		0.0%	5	50.0%	4	57.1%	5	100.0%
Female	6	100.0%	5	50.0%	3	42.9%		0.0%

<b>2016-17 Infrastructure Investments</b>
---

**Planned Activities - 2016-17**

Deline	<b>Ehtseo Ayha School Minor Capital to upgrade blinds and existing walls - Design and Construction</b>
Inuvik	<b>High School Automotive Shop Minor Capital to upgrade washroom and replace aged equipments - Design and Construction</b>
Lutsel K'e	<b>Lutsel K'e Dene School Renovation - Design and Construction</b>
Trout Lake	<b>Charles Tetcho School Addition - Design and Construction</b>
Yellowknife	<b>Sir John Franklin High School Sewer Line - Design and Construction</b>
Yellowknife	<b>Aurora College Student Record System, IT System Replacement - Design and Construction</b>
Yellowknife	<b>CMAS Business Intelligence, IT System - Design and Construction</b>
Yellowknife	<b>Mildred Hall School Renovations - Planning Study</b>
Yellowknife	<b>J.H. sissons School Renovations - Planning Study</b>
Various	<b>Capital Infrastructure for Colleges Facilities and/or Heavy Equipment Replacement</b>
Various	<b>Safe Schools, Minor Capital Upgrades to Support Lock Down Procedures - Design and Construction</b>

**ECE's 20 Year Capital Plan Needs Assessment**

The Department of Education, Culture and Employment (ECE) develops a 20 Years Needs Assessment annually. In developing the 20 Years Needs Assessment, ECE reviews the existing inventory of assets, the available technical information, school enrolment to confirm program needs, and feedback from annual consultation with the building users.

ECE sorts and ranks each project in keeping with the GNWT corporate Capital Planning Process.

The high priority needs for ECE are as follows:

- **Colville Lake School Addition:** The Colville Lake School was constructed in 1990 and two modular classrooms were added in 2006 increasing the total rated maximum capacity for the Colville Lake School to 62 students. Student enrolment, from K-12, has grown from 35 students in 2006 to 51 students in 2014. The need for additional space has been identified as a priority. Based on the "NWT Schools Capital Standards and Criteria" (2005). The school utilization rate for 2014 is 82%, additional space is planned when the school utilization rate reaches 80%-85%. In reviewing the existing school space and the current standards and criteria, a 260 square meter addition has been identified. It is anticipated that the building addition will be attached to the existing modular classroom, due to the construction of the log school building.
- **École JH Sissons Renovation:** A Technical Status Evaluation was completed in 2001 by PWS, with updates in 2007 and 2011, recommending a mid-life retrofit of the building. An Education Plan was completed in 2013 describing the current use of the facility and provides the educational blueprints for its future use, based on sound education instruction, fiscal considerations and the desires of its stakeholders. Funding for the planning study is included in the 2016-17 Capital Estimates.

<b>2016-17 Infrastructure Investments</b>
---

- Mangilaluk School Addition and Renovation: An Education Plan was completed in 2009, identifying the need for additional administration, storage and high school space. In early October 2013, ECE met with the DEA, BDEC, and the principal of Mangilaluk School to discuss and resolve issues. and plan for the submission of the Schematic Design Package to the Peer Review Committee regarding the future planned use of their buildings. The Planning Study was presented to the Peer Review Committee in July 2014 and was approved in April 2015. The Department continues to identify the need for project funding.
- The Aurora College Yellowknife/North Slave Campus is located at Northern United Place (NUP). The lease for this space with the Community Services Corporation was extended in 2012 for an additional three years, to 2015, with an option to renew for two years. The space at NUP includes both academic and housing for Aurora College. The academic space represents 45% of the leased space (approximate area of 2,300 square metres), while the housing represents 55%. Additional academic space is leased at the Tallah Building and estimated at 320 square metres. The proposed academic infrastructure for the Aurora College Campus has been estimated using the "Capital Standards and Criteria NWT College Facilities" (2007). The preliminary needs assessment is based on space allowances for 325 students and up to 12 students in customized trades training. The academic building gross area has been identified at 5,500 square metres, which includes instruction, resource, leisure, faculty, administration, circulation, building services and structure allowances.
- PWNHC - Archive/Collections Storage: The NWT Archives actively acquires, stores and reformats for preservation purposes oral history recordings and Aboriginal languages materials generated in the NWT. On an annual basis, the NWT Archives responds to an average of 500 requests for information and processes over 700 requests from researchers for copies of archival documents. The NWT Archives and Collections are currently stored at the PWNHC and the GNWT Warehouse. The need for additional storage space, estimated at 800-1,000 square metres, has been identified within the next five years. Current needs have been identified as critical, with a portion of the space required as soon as possible. Funding for a Planning Study has been identified as a priority for fiscal year 2016-17.
- École Allain St.Cyr Addition: The GNWT is obliged to comply with the most recent order of the Court of Appeal, dated January 9, 2015, which requires a building addition in Yellowknife. The Appeal decision indicated that the capacity of EASC should remain at the current 161 students. Certain spaces proposed in the original Schematic Design have been revised or eliminated following the Court of Appeal decision and the cost of construction will be reduced as a result. The new design will reflect the order to build a new gymnasium and space for special needs students.

## Schedule of Restatements

## Education, Culture and Employment

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
<b>Corporate Management</b>								
<i>No Change</i>					\$ 12,025	\$ 12,673	\$ 11,967	\$ 15,303
<b>Education &amp; Culture</b>								
<b>Opening Balance</b>					\$ 206,463	\$ 206,416	\$ 244,200	\$ 207,045
Education and Culture	Restatement to reflect management of Aurora College from Education & Culture to Labour Developments & Standards	Adult Post Secondary Education	Headquarters	Compensation & Benefits	\$ -	\$ -	\$ (567)	\$ -
Education and Culture	Restatement to reflect management of Aurora College from Education & Culture to Labour Developments & Standards	Adult Post Secondary Education	Headquarters	Grants & Contribution	\$ -	\$ -	\$ (36,183)	\$ -
Education and Culture	Restatement to reflect management of Aurora College from Education & Culture to Labour Developments & Standards	Adult Post Secondary Education	Headquarters	Operations & Maintenance	\$ -	\$ -	\$ (280)	\$ -
<b>Closing Balance</b>					\$ 206,463	\$ 206,416	\$ 207,170	\$ 207,045
<b>Labour Development &amp; Standards</b>								
<b>Opening Balance</b>					\$ 46,007	\$ 48,656	\$ 10,195	\$ 46,012
Labour Development and Standards	Restatement to reflect management of Aurora College from Education & Culture to Labour Developments & Standards	Adult Post Secondary Education	Headquarters	Compensation & Benefits	\$ -	\$ -	\$ 567	\$ -
Labour Development and Standards	Restatement to reflect management of Aurora College from Education & Culture to Labour Developments & Standards	Adult Post Secondary Education	Headquarters	Grants & Contribution	\$ -	\$ -	\$ 36,183	\$ -
Labour Development and Standards	Restatement to reflect management of Aurora College from Education & Culture to Labour Developments & Standards	Adult Post Secondary Education	Headquarters	Operations & Maintenance	\$ -	\$ -	\$ 280	\$ -
<b>Closing Balance</b>					\$ 46,007	\$ 48,656	\$ 47,225	\$ 46,012
<b>Income Security</b>								
<i>No Change</i>					\$ 47,757	\$ 48,376	\$ 43,424	\$ 40,944
<b>ECE Total</b>					\$ 312,252	\$ 316,121	\$ 309,786	\$ 309,304

Explanation

1. In 2015-16, the management of the Adult & Post Secondary Education from Education and Culture division to Labour Development & Standards division. The 2014-15 has also been restated to reflect the budget transfer in Fiscal 2015-16.  
1b. The 2014-15 Public Accounts actuals for Education & Culture activity is \$243.819 M. This has been reduced to \$207.122 M resulting from the transfer of \$35.983 M from Adult & Post Secondary Education from Education and Culture to Labour Development & Standards and exclusion of \$713k associated with Infrastructure Contributions actual expenditures. The Infrastructure contribution budget and actual expenditures are presented in the Capital Mains.  
1c. In addition to the \$713K in Infrastructure Contribution sitting in Fund 2, there was also \$77k in Instructure Contribution sitting in Fund 1. For the purposes of the Business Plan and Main Estimates, this was also excluded from the Public Accounts Figure.

## REVENUES

*No Change*

## ECE Total

\$ 9,749	\$ 11,205	\$ 9,955	\$ 9,913
----------	-----------	----------	----------

Explanation



# **Annual Business Plan**

**2016-2017**

**Environment and Natural Resources**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Department of Environment and Natural Resources 2016-17 Business Plan

### 1. DEPARTMENTAL OVERVIEW

#### MISSION

Environment and Natural Resources (ENR) collaborates to protect, manage and restore ecosystem health, promote environmental stewardship and support the wise use of natural resources for the benefit of ecosystems, which include the people of the Northwest Territories (NWT).

#### GOALS

##### Ecosystem Health

- Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.

##### Public Service

- Demonstrate excellence in public service by collaboratively delivering effective and efficient policies, programs and legislation that are adaptable to change.

##### People

- Cultivate dedicated, representative, innovative and knowledgeable staff that have opportunities to learn, grow and contribute.

##### Knowledge

- Support the collection, use and maintenance of traditional and local knowledge and sound science for transparent evidence-based decision-making.

##### Partnerships

- Develop, foster and promote effective partnerships.

##### Communications

- Strive for meaningful, open and timely information exchange within and external to ENR.





## Department of Environment and Natural Resources 2016-17 Business Plan

### KEY ACTIVITIES SUMMARY

- Conservation, Assessment and Monitoring
- Corporate Management
- Environment
- Forest Management
- Water Resources
- Wildlife

### OPERATING ENVIRONMENT

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

#### **Barren-ground caribou**

Barren-ground caribou herds, a critical food resource for many communities, are declining at an alarming rate across the Northwest Territories. These herds are important social, cultural, nutritional and economic resource for Aboriginal communities.

Management of these herds is carried out collaboratively with Aboriginal governments, co-management boards and neighboring jurisdictions. Significant declines and low numbers in several herds have resulted in difficult management decisions/actions to protect and conserve this valuable resource. This has also resulted in some hardships amongst traditional harvesters.

#### **Boreal caribou**

Boreal caribou have been listed as a threatened species both nationally and within the Northwest Territories. The NWT's boreal caribou population consists of about 6,500 animals. The national Recovery Strategy, legally requires that at least 65% of their habitat remains undisturbed across the range (disturbance includes fire and any human caused disturbance). Currently, approximately 66% of its range is undisturbed. The requirement to maintain critical habitat in the NWT will affect land use decisions by the GNWT as well as other land managers including Aboriginal governments. Recovery of this species is dependent on a collaborative approach to protection of adequate habitat to sustain populations.

#### **Climate Change**

Climate change is a serious concern that is affecting the ability of northerners to lead healthy and productive lives and is also disrupting the global environment. This disruption compels the Government of the Northwest Territories (GNWT) to support local and global actions to reduce emissions of the greenhouse gases that cause climate change and to take action to adapt to impacts from warming over the past few decades. ENR is working with partners to anticipate future



## Department of Environment and Natural Resources 2016-17 Business Plan

changes and the implications for the NWT, share understanding of best practices to adapt to these changes and ensure all decision makers have the information they need to incorporate climate change considerations into their activities. ENR is leading the development of a new NWT Climate Change Strategic Framework that will address key themes and actions in the areas of mitigation and adaptation, monitoring, research and public engagement. The Strategy will be consistent with commitments made under the Vancouver Declaration on Clean Growth and Climate Change.

### **Conservation Network Planning**

To work towards the priorities of the 18<sup>th</sup> Assembly and continue the work of the GNWT Land Use and Sustainability Framework (LUSF), the GNWT is collaboratively moving forward with finalizing and implementing a made-in-the-North approach to conservation network planning for the NWT. This approach will improve upon the original NWT Protected Areas Strategy and renew the commitment to conservation network planning and the development of a conservation network, including through ecological representation planning.

### **Contaminated Site Remediation**

ENR is responsible for the management of waste sites as identified in the Devolution Final Agreement. ENR and Lands are responsible for negotiating with Canada joint liabilities associated with abandoned mine sites on Commissioner's Land.

Aside from the management of these contaminated sites for the protection of people, property and the environment, ENR has also been developing internal procedures to guide the development of a GNWT framework for an integrated, comprehensive approach to the management of contaminated sites and the reduction of GNWT liabilities.

### **Forest Industry Development**

Forest resources are used for subsistence as well as commercial and recreational purposes. Many people continue to use wood for all or part of their heating requirements. Plants and berries are harvested on a regular basis for personal consumption and economic purposes. A growing forest industry provides opportunities for jobs, training and economic development through the harvest and processing of timber for use as biomass and other products. Forest industry development 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.

Two Forest Management Agreements (FMAs) were signed in 2014. These FMAs define the timber harvest areas and determine levels of sustainable, commercial harvest.



## Department of Environment and Natural Resources 2016-17 Business Plan

### Wildland Fire Management

Wildland fire is a natural and essential ecological process in NWT forests; however, as was vividly illustrated during the past three fire seasons (2013-2015), it can also have undesirable social and economic impacts.

Under the right weather and forest fuel moisture conditions, the forests of the Northwest Territories support high-intensity wildland fires that are virtually unstoppable. These fires are often naturally occurring with the potential to spread quickly over great distances and to place people and community infrastructure at risk. Fire risk and fire preventive measures are taken into account when implementing wildfire management plans.

An issue for government is responding to fire threats with adequate resources. Increasing the capacity of individuals, communities, industry, and others to take greater responsibility for reducing fire hazards and forest fires is a priority.

### NWT Water Stewardship Strategy Action Plan 2016-2020

[\*Northern Voices, Northern Waters: NWT Water Stewardship Strategy\*](#) was released in 2010 and sets the vision for the water management in the NWT. [The first Action Plan](#) set activities for 2011-2015 and involved many different water partners, including a number of GNWT departments.

The second Action Plan for 2016-2020 identifies a number of key approaches, which are central to the successful implementation of the Water Strategy, namely: continuing strong collaboration and coordination among water partners; ongoing community capacity-building within water monitoring and research; continuing the transboundary water agreement negotiations and implementing established agreements; increasing understanding of aquatic ecosystem health in the NWT; supporting municipal water licencing; providing expert knowledge and advice on industrial development; and, evaluating and reporting progress. The success of the Action Plan is dependent on ENR providing a coordinating role and the support of water partners sharing the responsibility implementing the identified actions. It is anticipated that the 2016-2020 Action Plan will be released publicly in early summer 2016.

### Water Partnerships

Partnerships are an important aspect of protecting the waters of the NWT. Information collected through internal and external partnerships provides ENR with an enhanced understanding of waters across the NWT, and contributes to the sound management NWT waters, in accordance with the [NWT Water Stewardship Strategy](#). Partnerships help leverage funding and human resources to build capacity within our organization and communities, and draw on local, regional and national expertise to improve decision-making.



## Department of Environment and Natural Resources 2016-17 Business Plan

### Transboundary Water

Northerners rely on water to sustain our aquatic ecosystems, to provide our drinking water, to support our livelihoods and traditional economies, and as transportation pathways and inputs to our economies. Water in the NWT is affected by activities in other jurisdictions and the flow of water through rivers and lakes simply does not recognize borders between provinces and territories. Transboundary water management agreements between the NWT and adjacent provinces and territories in the Mackenzie River Basin help protect NWT's waters.

In 2015, ENR signed Transboundary Agreements with Alberta and British Columbia. ENR is seeking to negotiate similar agreements with Saskatchewan and Nunavut and update its agreement with Yukon.

### Enterprise Risk Management

To develop a modern management tool for decision making and to respond to the government-wide initiative for enterprise risk management, ENR worked collaboratively among all regions and HQ divisions to assess its risk and build a risk management response. In doing so, the six top risks were identified and assessed. There is a risk that:

1. Departmental engagement and consultation efforts with partners and stakeholders fail to result in development of defensible objectives and support for their implementation.
  - To mitigate the likelihood of engagement and consultations efforts failing, ENR will ensure that the annual business plan has clearly stated the priorities of the department for the year and that there is a proactive engagement and consultation plan developed with an early identification of potential barriers. On an on-going basis, staff will be provided engagement and consultation training and the related procedures and policies will be kept up-to-date. There will be regular interaction with other departments who support consultation initiatives (Aboriginal Affairs and Intergovernmental Relations, Justice, and Executive).
2. Development and implementation of new/updated policy and regulatory tools may not support a sustainable environment or resource development/economy due to engagement and consultation that does not meet a prescribed standard.
  - To mitigate the occurrence, ENR will ensure that all new or updated policy and regulatory tools are developed using a consult-to-approve method and that where required, will receive legal review.
3. Existing resources (financial, human, and infrastructure) are not aligned with Departmental priorities resulting in objectives related to key priority areas not being adequately achieved.
  - To mitigate the risk, ENR will, through Business Plans and budget allocations, align its



## Department of Environment and Natural Resources 2016-17 Business Plan

limited resources with the Department's key priorities.

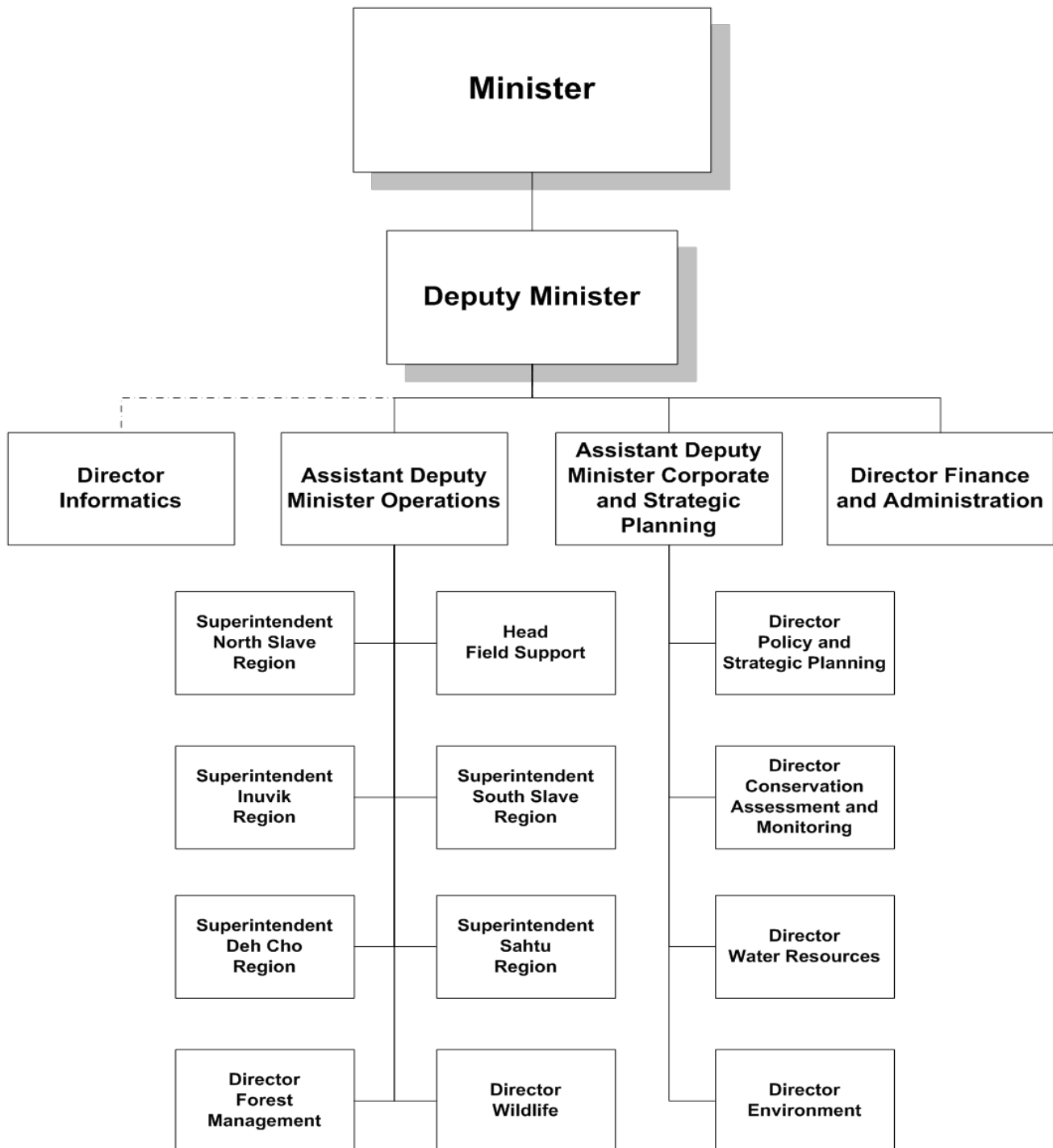
- To further reduce the likelihood of the resources not being aligned with the priorities, the department is committed to proactive monitoring of forced growth situations and bringing these items forward to the Financial Management Board for consideration. ENR commits to a continued and refined accurate variance reporting so that funds can be realigned if surpluses or deficits are identified and to finding economic efficiencies in delivering programs and working closely with our colleagues in other departments to ensure there is no unnecessary overlap. (Lands, Industry, Tourism and Investment (ITI), Human Resources, etc.)
4. Decisions, processes or recommendations may be seen as biased, non-transparent, unsubstantiated, or misaligned with priorities.
    - This operational risk was identified as being likely to occur with a moderate impact. To mitigate the risk, ENR will continue to provide governance and oversight to our decisions, processes, and recommendations. The Department will continue to base decisions on "blue-ribbon" science and traditional knowledge. ENR will provide external communications and public education related to the programs and services it provides.
  5. Not maximizing business processes could lead to missed opportunities and/or inefficiencies.
    - To mitigate the risk, the Department is committed to being proactive in its cyclical business processes to lessen or eliminate the impact of missed opportunities or inefficiencies. To that end the Department is using DIIMS and other business tools and best practices to provide evaluation, feedback and improved decision-making.
  6. New initiatives are designed and implemented without adequate planning, communication, integration, and resources leading to missed opportunities or unplanned outcomes.
    - To mitigate the risk, the Department will lead or participate in specific committees (Economy and Environment and Energy and Climate Change), exercise good project management, conduct risk management analysis, and be informed and guided by central committees such as Deputy Ministers.
    - To further mitigate the risk, ENR developed an action plan where no new initiatives are developed without Assistant Deputy Minister oversight and direction. New initiatives will be assessed in relation to the strategic plan, the available resources, identifying where there may be overlap, identifying the capacity of the Department to deliver the initiative, and assessing the impact on the existing programs and initiatives. Prior to implementation, all new initiatives will be approved by the Deputy Minister and then included in the operational plan of the primary activity.

Identification and assessment of risk occurs on a daily basis where Managers mitigate the risk to lessen the negative or undesired impacts for successful outcomes. The above broad areas of risk and risk responses were identified as the pillars of the Department's risk management framework.



## Department of Environment and Natural Resources 2016-17 Business Plan

### Environment and Natural Resources Organizational Chart







## Department of Environment and Natural Resources 2016-17 Business Plan

### 2. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Conservation, Assessment and Monitoring	7,791	7,977	8,039	7,540
Corporate Management	14,055	16,122	14,113	14,851
Environment	4,075	4,738	4,539	4,606
Forest Management	37,830	55,285	32,632	80,424
Water Resources	11,178	12,336	11,562	10,649
Wildlife	14,627	15,130	15,096	15,913
<b>Total</b>	<b>89,556</b>	<b>111,588</b>	<b>85,981</b>	<b>133,983</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	40,992	42,543	40,274	43,440
Grants and Contributions	8,166	8,596	8,596	9,449
Other	37,986	58,037	34,699	78,854
Amortization	2,412	2,412	2,412	2,240
<b>Total</b>	<b>89,556</b>	<b>111,588</b>	<b>85,981</b>	<b>133,983</b>
<b>Revenues</b>	<b>5,068</b>	<b>5,015</b>	<b>1,365</b>	<b>9,216</b>

#### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	126	135
Regional / Area Offices	146	178
Other Communities	88	56
<b>Total</b>	<b>360</b>	<b>369</b>



## Department of Environment and Natural Resources 2016-17 Business Plan

### 3. KEY ACTIVITIES

#### Key Activity 1 – Conservation, Assessment and Monitoring

##### DESCRIPTION

The Conservation, Assessment and Monitoring Division works to ensure that the Northwest Territories (NWT) environment figures prominently in conservation planning and proposed developments. The division also leads the monitoring of cumulative impacts related to development.

The Conservation Planning section advances a comprehensive and collaborative approach for conservation planning and conservation area establishment across the NWT, while recognizing the need to balance conservation and economic development, while respecting Aboriginal rights and third party interests.

The Environmental Impact Assessment (EIA) section coordinates ENR participation, and ensures ENR's mandate and expertise figures prominently, in the review of proposed development activities within the environmental assessment and regulatory system. The section also administers the environmental agreements for the territory's three diamond mines. As well the section administers funding to Aboriginal organizations in unsettled areas to assist in capacity building and participation in land and resource related activities.

The NWT Cumulative Impact Monitoring Program conducts and supports environmental monitoring and research in the NWT to support better resource management decision-making by furthering our understanding of cumulative impacts on the NWT's ecosystem.

##### GOALS

- Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.
- Demonstrate excellence in public service by collaboratively delivering effective and efficient policies, programs and legislation that are adaptable to change.
- Support the collection, use and maintenance of traditional and local knowledge and sound science for transparent evidence-based decision-making.
- Develop, foster and promote effective partnerships.





## Department of Environment and Natural Resources 2016-17 Business Plan

### DEPARTMENTAL HIGHLIGHTS

- In 2015, the Interim Resource Management Assistance (IRMA) program underwent an evaluation by the Program Review Office (PRO). The PRO review is complete and several recommendations have already been implemented by ENR.
- In 2015/16, at the request of the companies, ENR completed two reviews of security held under the Ekati and Diavik Environmental Agreements. Both reviews resulted in security reductions, to reflect the assessed liability.
- In 2014/15, NWT CIMP provided \$1.8M of funding to support 30 projects focused on the cumulative impacts on caribou, water and fish. These projects leveraged partner funding at a ratio of 3:1. Over 90% of projects were long-term, with a planned duration of three or more years.
- Initiated 2016-2020 NWT CIMP Action Plan.
- Completed human disturbance layers for Inventory of Landscape Change and launched Inventory of Landscape Change web-viewer.
- Coordinated the 2015 NWT Environmental Audit under the *Mackenzie Valley Resource Management Act*.
- Released video on a major ENR water monitoring initiative in the Central Mackenzie Valley, Sahtu Region.
- Hosted an Environmental Research and Monitoring, and two Legacy Contaminants sessions at the Yellowknife Geoscience Forum.
- Hosted the Dehcho Regional Environmental Monitoring and Research Results workshop. 68 people participated in the workshop.

### Responding to the Priorities and Mandate of the 18<sup>th</sup> Assembly

*Priority - Economy, Environment and Climate Change: Improving coordination and effectiveness in resource management systems, recognizing traditional knowledge, land claims agreements, and devolution.*

*Mandate commitment 1.2.10: We will build partnerships to expand resources available for community-based traditional economy programs, which could be used to support, amongst other things, local operators, culturally-based tourism, and the conservation economy.*

- ENR is planning for protected areas and conservation to address threats to our resilience to issues such as climate change adaptation, country food security, species at risk and



## Department of Environment and Natural Resources 2016-17 Business Plan

maintaining healthy ecosystems. These areas will provide a solid long term investment for culturally-based tourism opportunities and support the community-based traditional economy.

*Mandate Commitment 1.3.1: Finalise and implement the Conservation Action Plan in order to finalise existing candidate protected areas.*

- ENR is finalizing the Conservation Network Plan for Cabinet consideration in June 2016. The Conservation Network Plan has two main priorities:
  1. meet with Aboriginal governments to discuss final boundaries, management options and governance structures. The *Territorial Parks Act* will be amended to enable the establishment of conservation areas under the Act; and,
  2. work collaboratively with GNWT departments and Aboriginal governments to develop a renewed GNWT strategy for conservation network planning.

*Mandate Commitment 1.3.1: Establish Thaidene Nënë*

- ENR will conclude the conservation planning dialogue with Aboriginal governments on boundaries, management and governance of future Territorial designations for Thaidene Nënë.
- ENR will also conduct stakeholder and public engagement, and finalize an establishment agreement to create Thaidene Nënë.

*Mandate Commitment 1.3.2: Developing and proposing amendments to the Territorial Parks Act*

- ENR will conduct a jurisdictional review of other Canadian Parks Acts.
- An inter-departmental working group will be identified to undertake gap analysis of the existing Act to determine where the Act is deficient and what information needs to be added.
- ENR will undertake Aboriginal consultation and community engagement.

*Mandate Commitment 1.3.4 and 2.4.4: We will continue to implement the Traditional Knowledge Policy and Framework across the GNWT, while working with Aboriginal governments to develop an action plan to improve the inclusion of TK in program development, implementation and decision making.*

- ENR has developed a traditional knowledge (TK) data sharing agreement that can be used in partnership with Aboriginal organizations to ensure respectful use of TK.
- The GNWT's Traditional Knowledge Policy commits to incorporating traditional knowledge into government decisions and actions. Future GNWT conservation network planning actions will respect the Traditional Knowledge Policy and the LUSF vision of Northerners



## Department of Environment and Natural Resources 2016-17 Business Plan

working together by recognizing that decisions that influence a region's economy and environment are best guided and managed by the people who live there.

*Mandate Commitment 1.3.5: We will support the Cumulative Impact Monitoring Program (CIMP) and respond to recommendations in the NWT Environmental Audit for improved environmental management.*

- ENR will continue to provide funding and staff to support the work of NWT CIMP to monitor cumulative impacts and environmental trends.
- The GNWT has responded to the recommendations in the audit report. ENR will continue to track GNWT progress on audit recommendations over the next five years.

### Cross-Departmental Initiatives

- Conservation Network Planning - ENR is leading the advancement of several conservation planning initiatives across the NWT. These initiatives engage Aboriginal governments and Canada in discussions to develop a collaborative approach to permitted uses concerning air, land, water, wildlife, resource and economic development. ENR leads this initiative with involvement from the departments of Lands, ITI, and Aboriginal Affairs and Intergovernmental Relations (DAAIR).

### PERFORMANCE MEASURES

#### 1. **Outcome:** Improve our understanding and management of cumulative effects (Ecosystem)

**Measure:** Number of projects initiated and/or supported by NWT CIMP related to environmental trends of caribou, water, and fish.

- In 2014/15, NWT CIMP supported 29 projects that improved our understanding of indicators of ecosystem health related to cumulative impacts and/or environmental trends for caribou, water, and fish.
- In 2014/15, NWT CIMP completed comprehensive mapping of human disturbance in the range of the Bathurst caribou herd. This information is already being used to assess cumulative effects by the Bathurst Range Management Planning Team.
- NWT CIMP initiated a project using industry monitoring data to determine if the cumulative effects of multiple sources of diamond mine effluent can be detected in Lac de Gras.



## Department of Environment and Natural Resources 2016-17 Business Plan

2. **Outcome:** Support programs that offer opportunities for Aboriginal and community capacity building. (Partnerships)

**Measure:** Number of NWT CIMP projects that were led by or partnered with a regional Aboriginal, community or co-management organization.

- In 2014-2015, over 80% of NWT CIMP projects were led by or partnered with a regional Aboriginal, community or co-management organization.
- In 2014/15, NWT CIMP supported 19 projects that offered opportunities for Aboriginal and community capacity building.

3. **Outcome:** Support informed decision making in regulatory and legislated processes in the NWT. (Public Service)

**Measure:** Number of regulatory applications reviewed and/or expert advice provided

- In 2014/15, NWT CIMP provided cumulative effects-related information to 6 regulatory processes including environmental assessments of the Prairie Creek Road, Beaufort Sea Exploration program and the Mackenzie Valley Highway.
- ENR reviewed a total of 359 regulatory applications: 41 Water Licence Applications, 66 Land Use Permit Applications; 61 Leases; 10 Environmental Impact Screening Committee; 20 Inuvialuit Land Administration; and, 161 Technical Document Reviews.

4. **Outcome:** Be a leader in decision making that meaningfully considers local and traditional knowledge and sound scientific information. (Knowledge)

**Measure:** Number of decisions, recommendations, technical reports that equally consider science, traditional and local knowledge.

- In 2014/15, NWT CIMP supported 3 traditional knowledge projects, 17 science projects, and 10 projects combining traditional knowledge and science that are designed to generate information that will be used in environmental decision making.



## Department of Environment and Natural Resources 2016-17 Business Plan

### Key Activity 2 – 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, Finance and Administration, and the Field Support Unit.

**Directorate** provides the 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.

**Finance and Administration** provides financial management and administrative services to the department. These services include providing advice to senior managers on financial management, financial controls, contracts, contributions, and corporate support services.

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

This activity also includes **Corporate Costs**, which captures the Department-wide specific costs such as lease payments, TSC Chargebacks, employee leave and termination benefits, and vehicle and building maintenance.

Information management services including information systems and internet development, implementation and operations, geomatics and geographic information systems, data and analysis, and records and library services are provided through **Informatics Shared Services** housed in the Department of Lands.



## Department of Environment and Natural Resources 2016-17 Business Plan

### GOALS

- Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.
- Demonstrate excellence in public service by collaboratively delivering effective and efficient policies, programs and legislation that are adaptable to change.
- Support the collection, use and maintenance of traditional and local knowledge and sound science for transparent evidence-based decision-making.
- Develop, foster and promote effective partnerships.

### DEPARTMENTAL HIGHLIGHTS

- On April 1, 2015, ENR assumed responsibility for the Traditional Economy Program and aspects of the Genuine Mackenzie Valley Fur Program.
- On October 5, 2015, the ENR Strategic Plan 2015-2020 was released. The Plan's goals and objectives will help the Department effectively achieve its vision and mission which are complementary to the GNWT's Sustainable Development Policy and the LUSF.

### Responding to the Priorities and Mandate of the 18<sup>th</sup> Assembly

*Priority – Economy, Environment and Climate Change: Investing in renewable resources, agriculture, arts, fisheries, forestry, manufacturing, tourism and traditional harvesting.*

*Mandate commitment 1.2.5: Through agreements with communities, we will help to establish and/expand self-sufficient businesses that sell products from renewable resource harvesting.*

- ENR will assist in providing information on different business opportunities that exist in relation to renewable resource harvesting. To help provide sustainability of our renewable resources for harvesting, ENR can also help to identify applicable rules or regulations that relate to the renewable resource harvesting activity.

*Mandate commitment 1.2.10: We will build partnerships to expand resources available for community-based traditional economy programs, which could be used to support, amongst other things, local operators, culturally-based tourism, and the conservation economy.*

- ENR is in the process of developing a 'framework for innovation' to support future growth of the Traditional Economy Program, including development of new programs based on NWT community needs and priorities.





## Department of Environment and Natural Resources 2016-17 Business Plan

*Mandate commitment 1.3.4, and 2.4.4: We will continue to implement the Traditional Knowledge Policy and Framework across the GNWT, while working with Aboriginal governments to develop an action plan to improve the inclusion of TK in program development, implementation and decision making.*

- A Traditional Knowledge Task Group has been formed that will coordinate the renewal of the Traditional and Local Knowledge Framework and Traditional Knowledge Policy, in collaboration with the GNWT Traditional Knowledge Interdepartmental Working Group.

*Priority - Education, Training and Youth Development: Increasing cultural programming in education and revitalizing Aboriginal languages.*

*Mandate commitment 2.4.2: We will finalise, in conjunction with Aboriginal governments, co-management partners and traditional user groups, a culturally appropriate, made in the north, hunter education program for delivery in all communities of the NWT.*

- The final *Hunter Education* curriculum will be complete and available to instructors by early 2017. This was developed in conjunction with a working group with representatives from local harvesting committees, band councils, Métis councils, local harvesting committees, Aboriginal governments, renewable resource boards and organizations representing resident hunters. The draft program was sent to 80 organizations for review and comment.
- The program is designed to be tailored to local needs and ENR will work with local communities to reflect traditional knowledge, stories and localized content on the themes of Respect, Tradition, Share.

*Mandate commitment 2.4.3: We will build partnerships to expand resources available for community-based traditional economy programs.*

- ENR will continue to support the delivery of the Take a Kid Trapping (TAKT) program which is designed to introduce NWT youth to the traditional harvesting practices of hunting, trapping, fishing and outdoor survival. Approximately 45 NWT schools participate in the TAKT program.
- ENR will also continue to support the Community Harvesters Assistance Program (CHAP) which provides funding to local wildlife committees to assist their respective memberships in defraying a portion of capital and operating costs of harvesting activities.

*Priority - Cost of Living: Improving food security by encouraging local food production, traditional harvesting, and effective co-management of caribou herds and other wildlife.*

*Mandate commitment 3.2.4: We will develop country food programming to promote opportunities for the consumption of foods such as fish, wildlife, berries, and mushrooms.*



## Department of Environment and Natural Resources 2016-17 Business Plan

- ENR will be developing a country food strategy.
- ENR will continue to support the delivery of the TAKT program which helps give youth the necessary skills to be able to harvest and consume foods from the land.
- ENR will also continue to support CHAP which provides funding to community organizations to help alleviate the high cost of travelling on the land to participate in the harvesting of wild foods and plants.

*Priority - Community Wellness and Safety: Creating opportunities for healthy lifestyles and community leadership for youth.*

*Mandate commitment 4.3.10: We will finalise a strategic plan to enhance existing programming and build new partnership initiatives to support healthy and sustainable traditional lifestyles.*

- ENR is in the process of developing a 'framework for innovation' to support future growth of the Traditional Economy Program, including development of new programs based on NWT community needs and priorities.
- The framework will set out steps for enhancing existing programming and how to build new partnerships to support healthy and sustainable traditional lifestyles.

### Cross-Departmental Initiatives

- GNWT Traditional Knowledge (TK) Policy Implementation Framework - The GNWT Interdepartmental Traditional Knowledge Working Group (WG) coordinates interdepartmental information sharing related to TK implementation, and reports annually on the status of government-wide TK initiatives. This initiative is led by ENR and includes working group members from all GNWT departments.
- Traditional Economy – ENR took over the Traditional Economy Program on April 1, 2015. A program review and strategic plan to identify areas of improvement and efficiencies in program delivery as well as opportunities for program expansion is underdevelopment. ENR is the team lead, with involvement from ITI, Municipal and Community Affairs (MACA) and Health and Social Services (HSS).

### PERFORMANCE MEASURES

1. **Outcome:** Traditional knowledge is effectively, respectfully and appropriately incorporated into programs and services. (Knowledge and Public Service)

**Measure:** Number of TK Framework objectives that are met.

- As this is a new measure, results will be reported in the next reporting cycle.





## Department of Environment and Natural Resources 2016-17 Business Plan

2. **Outcome:** Ensure effective and efficient delivery of ENR programs (Public Service)

**Measure:** Number of Take a Kid Trapping/Hunting programs delivered.

- For 2014/15, a total of 46 TAKT programs were completed, involving 45 NWT schools.

**Measure:** Prime Fur Bonus Program Participation

- In 2014/15, 654 trappers took part in the Prime Fur Program with prime fur bonus payments totaling \$208,249.



## Department of Environment and Natural Resources 2016-17 Business Plan

### Key Activity 3 – Environment

#### DESCRIPTION

The Environment Division works to prevent and reduce the impact of human activities on the natural environment so that a high quality environment is maintained.

The Climate Change Programs section develops programs and policies to ensure that the Government of the Northwest Territories (GNWT) is able to take responsible and effective actions to respond to the challenges posed by Climate Change.

The Contaminated Sites section develops programs and policies to manage and remediate contaminated sites that fall under the responsibility of the GNWT as well as managing the assessment and remediation of sites that are a priority due to environmental, health and safety issues such as the Giant Mine Site.

The Environmental Protection Section provides information and technical advice through environmental assessments, Land and Water Board processes, develops programs with respect to hazardous substances, solid and hazardous waste management, and is the regulator for air emissions and air management in the NWT.

The Science Agenda establishes a strategic framework for science in the NWT, identifies GNWT science priorities, and sets a path for future research and science integration for the GNWT.

The Waste Reduction and Management section develops, administers, evaluates and promotes innovative strategies, policies, regulations, programs and initiatives in source reduction, waste diversion, and residual waste management. The unit works with municipalities, businesses, non-profit organizations, and other levels of government to advance sustainable policies and programs in integrated waste management and leads the development, coordination, and implementation of cross-departmental and GNWT-wide strategies and policies in greening government.

#### GOALS

- Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.
- Demonstrate excellence in public service by collaboratively delivering effective and efficient policies, programs and legislation that are adaptable to change.
- Support the collection, use and maintenance of traditional and local knowledge and sound science for transparent evidence-based decision-making.



## Department of Environment and Natural Resources 2016-17 Business Plan

- Develop, foster and promote effective partnerships.

### DEPARTMENTAL HIGHLIGHTS

- The *Electronics Recycling Regulations* were enacted under the *Waste Reduction and Recovery Act* on August 25, 2015. Under the Regulations, a territory-wide Electronics Recycling Program was launched on February 1, 2016. An estimated 150 to 250 tonnes of electronics are expected to be collected and recycled under the Program annually.
- Amendments to the Beverage Container Regulations came into force on February 1, 2016. The changes allowed the Beverage Container Program (BCP) to operate more efficiently and be more cost effective. The BCP provides 13 full-time, and 30 part-time jobs in the NWT through its 23 locally-operated beverage container depots, six satellite depots, and three processing centres.
- Renewal of the original 2005 Giant Mine Remediation Project Cooperation Agreement between Government of NWT and Government of Canada was completed. The 2015 revisions address outcomes of the Environmental Assessment with respect to measures for the establishment of the Giant Mine Oversight Body, ongoing research, and clarifies roles of the co-proponents. The remaining financial contribution from the GNWT will be provided in the form of human resources support to the Project.
- A “Home-owners Guide to Permafrost in the Northwest Territories” was released to provide general information to help home-owners maintain foundations and prevent damage from permafrost thaw.
- Inventories of greenhouse gas emissions (GHG) were maintained to demonstrate and report on progress made towards achieving emission targets for GNWT specific actions and economy wide activities in the NWT. Inventories show that the GNWT is on track to meet its 2015 GHG target.
- ENR continued to track and confirm the ultimate safe disposal of hazardous waste consignments generated in the NWT to authorized receiving facilities, both within and outside the NWT. All industrial, commercial and institutional sectors in the NWT generate on average an estimated 2.2 million litres and an estimated 12.2 million kilograms of hazardous waste annually.
- The Air Program has continued to expand upon the service/benefits/utility provided by the NWT Ambient Air Quality Monitoring Network. This network monitors continuous air quality for a variety of criteria contaminants in Yellowknife, Inuvik, Norman Wells and Fort Smith using state of the art equipment, and provides data in near real-time to the public on our ENR Air Quality Monitoring Website.
- The Air Quality Health Index (AQHI), in partnership with Environment Canada, was



## Department of Environment and Natural Resources 2016-17 Business Plan

modified in 2015 for the NWT to account for special circumstances such as forest fire smoke events. This has improved the index to better serve the public and agencies such as HSS, as a public health information tool and risk management tool. AQHI and AQHI+ are in place for Yellowknife and Inuvik, and will be on-boarded in Fort Smith in May 2016.

- ENR is fulfilling the air quality (AQ) monitoring and reporting commitments outlined in the Canadian Council for Ministers of the Environment (CCME) Air Quality Management System (AQMS). ENR currently has an AQ station operating in 4 of the 5 Air Zones in the Territory, which were derived from GNWT's regional administrative boundaries.

Two of the AQ stations (Yellowknife & Inuvik) are also part of the National Air Pollution Surveillance (NAPS) network and record data that feeds directly into the Air Quality Health Index (AQHI). ENR will be adding the AQHI feature to the South Slave station in spring of 2016.

### **Responding to the Priorities and Mandate of the 18<sup>th</sup> Assembly**

*Priority – Economy, Environment and Climate Change: Improving coordination and effectiveness in resource management systems, recognizing traditional knowledge, land claims agreements and devolution.*

*Mandate Commitment 1.3.1: Develop an integrated comprehensive approach to the management of contaminated sites including prioritizing, sharing responsibility in collaboration with other governments, monitoring, and a sound financial security system to prevent public liabilities.*

- ENR is in the process of developing a policy and procedures that outlines the management of a contaminated site from the point it is identified until it has been remediated. This policy and procedure will include regulatory reporting requirements, financial management, an approach to assessing a contaminated site, and risk assessment guidelines.
- ENR also developed a risk matrix to assist in determining priorities of the sites for remediation. This matrix utilizes factors such as proximity to communities and watercourses, potential migration concerns to determine the level of risk associated with any of the sites.

*Mandate Commitment 1.3.2: Developing and proposing amendments to the Environmental Protection Act (including the development of air regulations)*

- ENR developed a framework for comprehensive air regulations in the NWT. The first phase of the review process is underway, and external stakeholder engagement will commence in May 2016 through to July 2016. Administrative amendments to the *Environmental Protection Act* (EPA) are required to give legal authority to many facets of the proposed Air Regulatory framework, and as such, those EPA amendments are a component of the review materials in the stakeholder engagement process.



## Department of Environment and Natural Resources 2016-17 Business Plan

- Once stakeholder engagement is complete and feedback is considered for incorporation, a Bill will be drafted for the EPA Amendments with the intention of presenting the Bill to cabinet during the fall session of 2016.
- ENR will work with Justice to draft the NWT Air Regulations for a Gazette period of December 2016 to February 2017. The NWT Air Regulations would come into effect on March 31, 2017.
- Further amendments to the EPA, beyond those slated for the purposes of Air Regulation development, will be pursued relating to the broader context of environmental protection. Concurrently, ENR will be revising the 16 Guidelines under its authority to provide clarity and certainty to the requirements of the legislation. The guidelines will be updated over the next five years.

*Mandate Commitment 1.3.3: We will develop a strategy to manage the resources and potential economic and environmental benefits derived from household, commercial, and industrial garbage from private sector sources and in our municipalities.*

- ENR is working on developing and implementing an NWT Waste Resource Management Strategy, based on the principles of integrated waste management, circular economy, and extended producer responsibility. In partnership with other GNWT departments, land and water boards, and local governments, the Strategy will explore ways to improve NWT waste disposal systems, consider which waste reduction and diversion programs to implement, and demonstrate how waste diversion programs will contribute to a green economy in the NWT, provide positive environmental benefits such as greenhouse gas reduction, and reduce GNWT environmental liability.

*Priority – Economy, Environment and Climate Change: Implementing a strategy to mitigate and adapt to climate change in collaboration with other governments and organizations.*

*Mandate Commitment 1.4.1 and 3.4.1: We will develop a territorial climate change strategy that takes into account northern energy demands and the cost of living while reflecting international and national commitments to lower greenhouse gas emissions, exploring options for carbon pricing systems, and capturing local alternatives such as hydro, biomass, wind, geothermal and solar.*

- Through discussions and engagement with a broad range of stakeholders including other GNWT departments, Aboriginal and community governments, businesses and the public, ENR will develop a Climate Change Strategic Framework over fiscal year 2016/17. This Framework will identify progress and actions already underway in response to the need to mitigate and adapt to climate change in the NWT and describe actions ENR can take to support the overall response being taken in the NWT to respond to this critical global problem.

*Priority - Cost of Living: Support the use of energy-efficient technologies in residential, commercial and alternative energy.*



## Department of Environment and Natural Resources 2016-17 Business Plan

*Mandate Commitment 3.3.1: We will expand and improve access to incentives for residents to invest in energy-efficient products, help businesses, condominiums and cooperatives invest in energy conservation and efficiency, support residents and communities so that they can make investments into renewable energies, such as solar, and improve the energy efficiency of public housing.*

- ENR is coordinating the GNWT's participation in the development of a Pan Canadian Climate Change Framework. In collaboration with other departments, GNWT representatives are participating on working groups that will be addressing carbon pricing, specific mitigation opportunities, clean technology, and adaptation and climate resilience. The development of the NWT Climate Change Strategic Framework will be informed by this national initiative and will assist the GNWT in identifying partnerships and emerging opportunities.

### Cross-Departmental Initiatives

- Climate Change Strategic Framework – The proposed Climate Change Strategic Framework will identify territorial mitigation and adaptation goals and actions, as well as actions to support monitoring, research and public engagement. This initiative is led by ENR with involvement from PWS, Transportation (DOT), Lands, ITI, HSS, MACA, and Education, Culture and Employment (ECE).
- GNWT Science Agenda: Building a Path for Northern Science – The Science Agenda is the foundation for overarching science policy in the NWT which focuses on developing increased capacity for conducting research within the GNWT as well as generating science partnerships which benefit people, communities and the GNWT. The Renewal of the Science Agenda and development of an action plan will be led by ENR with involvement from all GNWT Departments.
- Waste Resource Management Strategy – The Strategy will lead to increase waste reduction and recycling, improve our waste disposal systems, and contribute to a green economy in the NWT. This initiative is led by ENR and involves MACA, land and water boards, and local governments.
- Integrated System for the Management of Contaminated Sites – The policies and procedures being developed are planned to first be implemented within ENR to test their functionality. Once they have been tested, ENR will be seeking to implement them GNWT wide.
- Excepted Waste Sites - ENR and Lands are negotiating with Canada responsibility for the remediation of abandoned mines on Commissioner's Land. These sites are known as excepted waste sites as identified in the Devolution Agreement.
- Offsite Legacy Arsenic Contamination Committee - To address issues and risks associated with offsite arsenic contamination from Giant Mine, a committee has been formed. ENR is providing secretariat support for this committee which includes the Departments of ITI, HSS, DOT, Lands and the Workers' Safety and Compensation Commission.





## Department of Environment and Natural Resources 2016-17 Business Plan

- Spill Response - Environmental spills in the NWT must be reported and managed, as per the Spill Contingency Planning and Reporting Regulations under the EPA. ENR manages the Spills Response Line, and is the lead GNWT department and first point of contact for spills under GNWT jurisdiction in accordance with the 2015 Spills Working Agreement. The GNWT responds to approximately 150 to 250 spills annually. ENR, Lands, and the Office of the Regulator for Oil and Gas Operations (OROGO), are the three GNWT departments who may be designated the responsible lead on an environmental spill.

### PERFORMANCE MEASURES

1. **Outcome:** Support and promote the GNWT Science Agenda (Knowledge and Public Service)

**Measure:** Number of actions developed and implemented to promote research initiatives in the NWT.

- To assist with the renewal of the Science Agenda an interdepartmental Science Forum has been established. The Science Forum has decided with direction from Deputy Ministers' Committee on Science Activities (DMCOSA) that the renewal of the Agenda includes the development of an action plan with key targets.

2. **Outcome:** Improve our understanding and response to Climate Change (Ecosystem Health)

**Measure:** Number of actions developed and implemented to inform decision makers and the public on climate change.

- An Assistant Deputy Ministers' working group has been established to help guide the development of the Climate Change Strategic Framework. A scoping exercise and interviews with key representatives across GNWT departments are underway to identify climate change priorities and future initiatives for the GNWT.

3. **Outcome:** Ensure effective and efficient delivery of ENR programs (Public Service)

**Measure:** Annual total of materials recycled under the Beverage Container Program (in tonnes) (BCP)

- Materials reused or recycled under the BCP include aluminum, polycoat, plastics, bi-metal, Industry Standard Bottles (or refillable glass), and non-refillable glass. NWT residents diverted 1,267 tonnes of materials (mainly aluminum, plastic and glass) from NWT landfills in 2014-15 through the BCP. Greenhouse gases avoided by recycling these materials are equivalent to 2,584 tonnes of carbon dioxide savings, which is comparable to taking 544 cars off the road.



## Department of Environment and Natural Resources 2016-17 Business Plan

### Key Activity 4 – Forest Management

#### DESCRIPTION

The Forest Management Division (FMD) supports and maintains the responsible stewardship of the NWT's forests for the benefit of all Northerners.

Wildland Fire Operations provides for the analysis of wildland fire and protection of people, property, and values at risk from wildfire through presuppression preparedness as well as suppression of wildland fires. It is recognized that fire plays a natural role and importance in the boreal ecosystem.

Forest Management Services provides for strategic, financial and functional planning for assets, legislation and forest compliance.

Forest Resources provides for quantifiable and sustainable forest management for economic and social needs, the determination of ecological diversity and forest health while recognizing the rights of Aboriginal people and other third party interests.

#### GOALS

- Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.
- Demonstrate excellence in public service by collaboratively delivering effective and efficient policies, programs and legislation that are adaptable to change.
- Support the collection, use and maintenance of traditional and local knowledge and sound science for transparent evidence-based decision-making.
- Develop, foster and promote effective partnerships.

#### DEPARTMENTAL HIGHLIGHTS

- The Forest Industry Biomass Initiative was initiated in 2011 to develop the forest industry in the southern NWT. Since then over 100 distinct projects have been undertaken including the creation of two Forest Management Agreements and various projects to increase community understanding of the forest resource surrounding their communities including robust estimates of annual timber harvest levels.
- Two Forest Management Agreements (FMAs) were signed in 2014. These FMAs have resulted in operational timber harvest plans that received Land Use approval under the





## Department of Environment and Natural Resources 2016-17 Business Plan

Mackenzie Valley Land and Water Board process. The first harvest of timber is expected to be carried out by FMA holders during the winter of 2016/17.

- 802 Fire Boss Air Tractors – The rollout of the new 802 Fire Boss Air Tractors continues. The first two planes have been built and are awaiting avionics and floats. The entire squadron of eight aircraft will be ready by May 2017. A Request for Proposal for public competition has been issued for the operations and maintenance of the new GNWT owned air tanker fleet.
- Training and employing northerners in wildland fire - 473 northern residents employed in 2014/15, 140 received basic and advanced training in wildland fire activities, including skills development transferable to other employment opportunities in the North.
- A Forest Biomass Sustainability Assessment (biomass assessment) is complete for 4.6 million hectares of inventoried area in the South Slave and Dehcho regions. The biomass assessment identified a sustainable harvest level for all merchantable wood in the region.
- ENR has established 208 permanent monitoring plots throughout the NWT for monitoring how forests are changing over time. A large re-measurement program was undertaken in summer 2015 with support from NRCan.

### Responding to the Priorities and Mandate of the 18<sup>th</sup> Assembly

*Priority – Economy, Environment and Climate Change: Investing in renewable resources, agriculture, arts, fisheries, forestry, manufacturing, tourism, and traditional harvesting.*

*Mandate commitment 1.2.5: Through agreements with communities, we will help to establish and/expand self-sufficient businesses that sell products from renewable resource harvesting.*

- ENR will continue to support emerging and existing forest industry players with its programs and services, providing essential forest planning support, resource information and advice to communities and entrepreneurs on sustainable development and management of forest resources.

*Priority – Economy, Environment and Climate Change: Improving coordination and effectiveness in resource management systems, recognizing traditional knowledge, land claims agreements, and devolution.*

*Mandate commitment 1.3.2: Developing and proposing amendments to the Forest Management Act*

- A legislative proposal will be submitted for approval on new forest management legislation.
- Modernization of Forest Management and Forest Protection legislation will enable the continued growth and promotion of a green energy industry that will create employment and build capacity in NWT communities.



## Department of Environment and Natural Resources 2016-17 Business Plan

*Priority – Governance: Building stronger relationships with community governments and stakeholders.*

*Mandate commitment 5.4.3: We will finalise community wildland fire protection plans, and develop and propose amendments to modernise forest protection legislation.*

- A plan for the update and implementation of community protection plans in the 29 forested communities will be finalized by December 2016.
- Improvements to modelling risk in support of community protection will be completed for implementation in March 2017.
- Establish contribution agreements and in-kind support to support existing community protection plans.

### Cross-Departmental Initiatives

- Wildland Fire Community Protection Plans - ENR works in collaboration with the Department of Municipal and Community Affairs in the development and implementation of Wildland Fire Community Protection Plans for each of the 29 forested communities.
- Forest Industry Biomass Initiative - This initiative was developed to ensure that the complexity of developing an NWT forest industry is coordinated and appropriately planned to make best use of available resources and grow at the rate appropriate for the engaged communities. It is shared with ECE, ITI, and PWS as implementation partners.
- Forest Industry Development Strategy - In collaboration with ITI, a Northwest Territories Forest Industry Development Strategy is being created for review. It is designed to assist the GNWT in ensuring our forest industry development paths are agreed upon by all parties and is readily understandable to senior managers, political leaders, other governments, and the general public.

### PERFORMANCE MEASURES

1. **Outcome:** Support programs that offer opportunities for Aboriginal and community capacity building (Partnerships)

**Measure:** Number of programs where support was provided by ENR geared towards improving Aboriginal and community capacity in Forest Management.

- In 2014/15, FMD provided on-going training support to 10 Aboriginal organizations for the provision of wildland fire crew contracts.
- FMD provided planning, technical advice and financial support for two Forest Management Agreements that were signed with Fort Resolution and Fort Providence.



## Department of Environment and Natural Resources 2016-17 Business Plan

2. **Outcome:** Proactively contribute to maintaining or improving NWT ecosystem integrity (Ecosystem Health)

**Measure:** Number of forest surveys (inventory and health) and wildland fire mapping that monitor ecosystem health

- In 2014/15, FMD enhanced its aerial surveys and remote sensing technology providing more precise forest inventory and health surveys and more accurate wildland fire maps. FMD completed:
  - one inventory survey of the Birch Lake area that covered 200,000 hectares;
  - two forest health surveys, one aerial that covered 6,000 kilometres, and one ground survey that covered 1,000 kilometres along highways; and,
  - 385 wildland fire maps covering more than 3 million hectares of forested land.

3. **Outcome:** Maintain, and make publically available, sound information that is understandable and relevant to the residents of the NWT. (Knowledge)

**Measure:** Updates posted through conventional (television, radio, print) and social media on wildfire activity that can affect communities.

- In 2014/15, FMD implemented a new Facebook page to share information regarding wildland fire management and information updates for on-going fires, including fire status and activity updates, contact information other government services (i.e. road closures), and educational messages on fire line activities and also the benefits of fire. Daily updates were posted from June to mid-August and reached between 2,000 to 6,500 people. NWT Fire Facebook page has approximately 5,122 followers.
- Interviews were done on an on-going daily basis as required by ENR personnel with radio, print and television outlets throughout the height of the fire season.



## Department of Environment and Natural Resources 2016-17 Business Plan

### Key Activity 5 – Water Resources

#### DESCRIPTION

The Water Resources Division ensures the water resources stewardship and management objectives of the Government and of the Department are met in an integrated and timely manner.

The Taiga Environmental Laboratory performs a wide range of organic and inorganic chemical analyses on water, industrial effluents, sewage, and soil. In addition to standard services, a variety of special services are offered, including laboratory quality assurance/quality control assessments; rush sample services; scientific training; and, public education.

The Water Programs and Partnership section leads the establishment and implementation of Transboundary Bilateral Water Management Agreements, undertakes the Community Based Monitoring Program; Source Water Protection, Aquatic Ecosystem Indicators; and Traditional Knowledge Initiatives, which contribute to the implementation of the Northwest Territories Water Stewardship Strategy.

The Water Regulatory section provides information and expert advice to resource management boards and other clients on the effects of proposed water and land activities on the aquatic environment and the amount of reclamation security to be held within a water licence.

The Water Research and Studies section undertakes a variety of short and long-term monitoring projects within internal and external partners, including water quality, water quantity, weather/climate, and snow monitoring, to help fill data gaps in the NWT and provides scientific information for use in developing Transboundary Water Management Agreements; territorial or national technical guidance documents; and, for use in making sound resource management decisions.

#### GOALS

- Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.
- Demonstrate excellence in public service by collaboratively delivering effective and efficient policies, programs and legislation that are adaptable to change.
- Support the collection, use and maintenance of traditional and local knowledge and sound science for transparent evidence-based decision-making.
- Develop, foster and promote effective partnerships.



## Department of Environment and Natural Resources 2016-17 Business Plan

### DEPARTMENTAL HIGHLIGHTS

- On March 18, 2015 a Bilateral Water Management Agreement was signed between the Government of the Northwest Territories and the Government of Alberta. On October 15, 2015, an agreement was signed between the GNWT and the Government of British Columbia. These agreements establish how transboundary waters will be cooperatively managed to ensure the protection of the aquatic ecosystem, now and into the future.
- In 2015-16, all Type “A” Water Licences were approved by the Minister of ENR within the legislated timeframes as per the *Waters Act*.
- As part of its role to support sound regulatory decision making, in 2015-16, ENR provided water related technical advice and recommendations in two Environmental Assessments and four Type “A” Water Licence processes.
- An independent evaluation of the first 5-year implementation phase of the NWT Water Stewardship Strategy was completed and recommendations are informing the development of a new five year Action Plan.
- ENR supported the Walter and Duncan Gordon Foundation in the development and launch of the Mackenzie DataStream in November 2015. This database provides public access to all existing water quality information collected through the Community Based Monitoring Program, and has the capacity to expand to include datasets from other water partners.
- In 2015-16, 1,110 sets of laboratory samples were processed at the Taiga Environmental Laboratory for internal and external clients, a 1.5% increase over the previous year. The lab maintained its accreditation with the Canadian Association for Laboratory Accreditation (CALA).
- ENR, in collaboration with the Mackenzie River Basin Board (MRBB) and the University of Alberta, was successful in receiving a Social Sciences and Humanities Research Council Partnership Grant for \$2.5 million for the “Tracking Change: Local and Traditional Knowledge in Watershed Governance” project. Tracking Change will support gathering of traditional and local knowledge across the Mackenzie River Basin to support decision-making.
- ENR has established monitoring networks in the NWT to conduct water quantity monitoring at 34 sites, water quality monitoring at 31 sites, weather monitoring at eight sites, and snow survey monitoring at 56 sites. Additionally, ENR works with 21 communities to conduct comprehensive water quality monitoring at over 40 sites across the NWT through the NWT-wide Community-based Water Quality Monitoring program.



## Department of Environment and Natural Resources 2016-17 Business Plan

### Responding to the Priorities and Mandate of the 18<sup>th</sup> Assembly

*Priority – Economy, Environment and Climate Change: Improving coordination and effectiveness in resource management systems, recognizing traditional knowledge, land claims agreements, and devolution.*

#### *Mandate commitment 1.3.1: Finalise and implement the Water Stewardship Strategy Action Plan*

- Informed by an independent evaluation, a new Action Plan is being developed with water partners and guidance from the Water Strategy Aboriginal Steering Committee.
- It is anticipated the new Action Plan will be publicly released in the summer of 2016. This Action Plan will identify water stewardship priorities for the next phase of Water Strategy implementation, as well as timelines and leads for specific action items.
- ENR will work to develop and revise guideline documents which will assist in making sound resource management decisions, including Guidelines for Baseline Data Collection, Mixing Zone Guidelines, and the NWT Water Classification System and Site Specific Water Quality Objectives Derivation Protocol.
- ENR will also continue to participate in and support public education initiatives in promotion of water stewardship.

#### *Mandate commitment 1.3.2: Developing and proposing amendments to the Waters Act*

- An assessment of regulatory gaps has identified the need to propose amendments to the *Waters Act* and Regulations. A draft legislative proposal will be submitted for proposed amendments to the *Waters Act* and associated regulations.
- ENR will engage with water partners and consult with Aboriginal governments on proposed amendments to the Act and regulations.
- Input received through engagement and consultation activities will be used to finalize proposed amendments that will be submitted for approval.

*Mandate commitment 1.3.4 and 2.4.4: We will continue to implement the Traditional Knowledge Policy and Framework across the GNWT, while working with Aboriginal governments to develop an action plan to improve the inclusion of TK in program development, implementation and decision making.*

- ENR will continue to explore the development of a water management system for the NWT, which incorporates both traditional ecological knowledge and western science. This system will help establish appropriate site specific water quality objectives and associated effluent quality criteria to support regulatory decisions that align with the NWT Water Stewardship Strategy.





## Department of Environment and Natural Resources 2016-17 Business Plan

- ENR is collaborating with other jurisdictions to develop a framework for the inclusion of traditional knowledge in transboundary water management.
- ENR established a number of water stewardship partnerships (e.g. Slave River and Delta Partnership; Community Based Monitoring Program) which are founded upon both the inclusion of traditional knowledge and western science. Information collected through these partnerships helps address community concerns and provides information relevant to decision-making.
- ENR continues to work with the ASC as an advisory body and information conduit to respective Aboriginal governments. ASC input is an important guide for inclusion of traditional knowledge in program development, implementation, and decision making.

*Mandate commitment 1.3.6 and 5.2.2: We will negotiate with Yukon, Nunavut, and Saskatchewan towards the completion of transboundary water agreements*

- ENR will advance discussions/negotiations towards the updating of a NWT-Yukon (YT) agreement, and establishment of agreements with Saskatchewan (SK) and Nunavut (NU).
- Signatories to the Mackenzie River Basin Transboundary Waters Master Agreement have committed to the use of a risk-informed management approach within their respective bilateral agreements. This will create consistency across the basin and will provide efficiencies in the establishment of a renewed agreement with YT and a new agreement with SK.
- ENR has engaged with water partners and consulted with Aboriginal governments on negotiation positions for the NWT-YK and NWT-SK agreements. As negotiations advance, ENR will engage water partners and consult with Aboriginal governments on Intentions Documents for these agreements.
- Similar to the NWT-AB and NWT-BC agreements, ENR will work towards the timely implementation of these agreements once they are established. An intergovernmental agreement on bilateral water management agreement implementation defines how NWT Aboriginal governments will be involved in transboundary water management.
- Through membership on the MRBB, ENR will work with other jurisdictions to ensure a basin wide approach to the cooperative management of our shared waters.

### **Cross-Departmental Initiatives**

- NWT Water Stewardship Strategy and Action Plan – A new Action Plan 2016-2020 is being developed in partnership with water partners through a survey, thematic focus group



## Department of Environment and Natural Resources 2016-17 Business Plan

sessions and a Water Strategy implementation workshop. The new Action Plan will provide a path forward for the next implementation phase of the Water Strategy. ENR is the lead with involvement from HSS, PWS, MACA, and Lands.

- **Water Licence Securities** – ENR continues to estimate and manage water licence securities. ENR coordinates input on water licence security estimates with other departments as required, prior to making recommendations to regional land and/or water boards. ENR works closely with the Department of Lands, who is leading the ongoing development of guidelines for financial assurances and the establishment of a database for securities management.
- **Canada-wide Strategy for the Management of Municipal Wastewater Effluent** – ENR and MACA are members of the Northern Working Group of the CCME National Coordinating Committee which has been established to develop northern performance standards for municipal wastewater treatment systems. ENR and MACA's input into this process is supported by HSS and PWS. These various GNWT Departments will work together to develop risk level criteria and associated time limits for implementation for northern performance standards for wastewater treatment systems in the NWT.
- **Interdepartmental Drinking Water and Wastewater Management Committee** – ENR works with MACA, HSS, and PWS on source water protection initiatives and as technical support to this Committee. The founding document for this Committee is the *Managing Drinking Water in the Northwest Territories: A Preventative Framework and Strategy*.

### PERFORMANCE MEASURES

1. **Outcome:** Support informed decision-making in the regulatory and legislative processes in the NWT (Public Service).

**Measure:** Number of technical interventions where recommendations for water quality objectives are included for the Boards consideration.

**Target** – All applications that include discharge to water or amendments to discharge criteria will be reviewed.

- In 2014-15, Water Resources provided recommendations for water quality objectives to land and/or water boards on the following Type “A” Water Licence applications/amendments. This included North American Tungsten Corporation Limited-Cantung Mine; Fortune Minerals - NICO Mine; DeBeers Canada - Gahcho Kue Mine; Imperial Oil – Norman Wells.





## Department of Environment and Natural Resources 2016-17 Business Plan

2. **Outcome:** Support programs that offer opportunities for Aboriginal and community capacity building (Partnerships)

**Measure:** Number of programs and partnerships where in kind support was provided by ENR that offer opportunities for Aboriginal and community capacity building in water management.

- In 2014-15, Water Resources coordinated, supported and/or participated in five programs and partnerships that offer opportunities for Aboriginal and community capacity building. Programs include:
  1. The Mackenzie River Basin Board - GNWT appointed and supports an Aboriginal member on the Board, and champions and chairs the Traditional Knowledge and Strengthening Partnerships Committee, which is comprised of the Board's Aboriginal Members.
  2. Peace-Athabasca Delta Ecological Monitoring Program – ENR participated in and provided in-kind and financial support for the participation of NWT Aboriginal governments in PADEMP, which supports collaborative community-based aquatic monitoring activities.
  3. Slave River and Delta Partnership – Supported SRDP in ongoing research and monitoring activities, including training.
  4. NWT Community Based Monitoring - ENR worked with 21 communities across the NWT to monitor water quality at over 40 sites.
  5. Source Water Protection Planning - ENR provided in-kind and financial support to Sambaa K'e Dene Band and Ecology North to develop a source water plan for Trout Lake.

3. **Outcome:** Be a leader in decision-making that meaningfully considers traditional and local knowledge and sound scientific information (Knowledge)

**Measure:** Number of initiatives where in kind support was provided by ENR that contributes towards the incorporation of traditional and local knowledge and sound scientific information into decision-making.

- In 2014-15, Water Resources supported and/or participated in three initiatives that contributed to the incorporation of traditional and local knowledge and sound scientific information into decision making. ENR provided support for
  1. identifying best practices in the incorporation of Traditional Knowledge in MRBB decision-making, as well as the development of a basin-wide traditional knowledge proposal in partnership with the University of Alberta;



## Department of Environment and Natural Resources 2016-17 Business Plan

2. the development of a community-based framework for cumulative effects monitoring in the Slave River and Delta watershed; and
  3. through the Delta Dialogue Network focused development of locally and culturally-appropriate tools for communicating and disseminating research and monitoring information.
4. **Outcome:** Proactively contribute to maintaining or improving NWT ecosystem integrity (Ecosystem Health)

**Measure:** Number of research and monitoring programs or partnerships which contribute to understanding NWT ecosystem health.

- In 2014-15, Water Resources established and maintained seven research and monitoring programs or partnerships which contribute to understanding NWT ecosystem health. Research and monitoring programs include:
  1. Transboundary River Water Quality Monitoring Network- open water seasonal sampling at the Slave, Hay, and Liard rivers was conducted.
  2. North Slave Water Quality Network – monitoring of the Coppermine, Lockhart River Basin and Local Yellowknife River Monitoring.
  3. Water Quantity Monitoring - ENR contributed funding to the operation of the Northwest Territories portion of the National Hydrometric Network.
  4. Meteorological monitoring stations - ENR maintained a network of 8 climate monitoring stations across the NWT that monitor for a variety of environmental parameters.
  5. NWT Community Based Monitoring - ENR is working with 21 communities across the NWT to monitor water quality at over 40 sites.
  6. NWT-Alberta Bilateral Transboundary Water Management Agreement – Parties are working together to maintain the ecological integrity of the aquatic ecosystem of shared waters, through learning, monitoring, and meeting of transboundary objectives.
  7. Slave Watershed Environmental Effects Program - ENR provided in-kind support and the SRDP is ensuring resulting indicators will be relevant to communities and consider Traditional Knowledge.



## Department of Environment and Natural Resources 2016-17 Business Plan

### Key Activity 6 – Wildlife

#### DESCRIPTION

The Wildlife Division is responsible for the stewardship of wildlife resources.

The Biodiversity Conservation section develops wildlife legislation, implements the *Species at Risk (NWT) Act*, maintains a wildlife data repository, reports on the general status of all NWT species, and provides information to the public and stakeholders about wildlife and wildlife management initiatives.

The Wildlife Research and Management section is responsible for guiding the overall direction of Departmental wildlife, wildlife health and wildlife habitat research and monitoring programs, developing management plans and range plans, providing technical expertise and advice on wildlife issues in environmental assessment and regulatory processes, including addressing individual and cumulative effects of disturbance on wildlife and wildlife habitat, and supporting the needs of other wildlife management authorities and co-management partners to achieve shared goals and priorities.

Wildlife programs and services are delivered by regional and headquarters staff. Regional staff work closely with wildlife co-management boards to co-ordinate wildlife research and monitoring programs. Regional and headquarters staff undertake wildlife surveys and involve communities and co-management boards in these activities. Regional and headquarters staff also participate in the development of management plans. Headquarters staff help co-ordinate and provide expertise to regional staff conducting wildlife research and monitoring programs. Headquarters staff liaise with national and international wildlife organizations 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 standard advice, wildlife cumulative effects studies, wildlife databases, and wildlife study publications. All wildlife and sport fishing compliance programs are delivered by regional renewable resource officers.

#### GOALS

- Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.
- Demonstrate excellence in public service by collaboratively delivering effective and efficient policies, programs and legislation that are adaptable to change.
- Support the collection, use and maintenance of traditional and local knowledge and sound science for transparent evidence-based decision-making.



## Department of Environment and Natural Resources 2016-17 Business Plan

- Develop, foster and promote effective partnerships.

### DEPARTMENTAL HIGHLIGHTS

- Completed the first NWT recovery strategy under the *Species at Risk (NWT) Act*, for the hairy braya.
- Added western toad to the NWT List of Species at Risk as a threatened species.
- Over 40 data sharing agreements were administered with consultants, universities, and government agencies; coordinated the development of a (CARMA Level I) caribou sampling booklet for NWT community harvesters.
- ENR became an active member of NatureServe Canada by acquiring BIOTICS 5, a web-enabled system to help exchange information on species at risk across the Americas. Because of NWT's data contribution, for the first time BIOTICS 5 now includes validated information on species living mostly in northern Canada.
- Population surveys for barren-ground caribou, Peary caribou, muskox, Dall sheep and polar bears were conducted.
- Maintained comprehensive monitoring program for a wide range of wildlife species, insects, invasive alien species, wildlife health and condition, contaminants in wildlife, climate change, and a number of other environmental factors of interest to wildlife.
- Completed draft management plans for the Mackenzie and Nahanni wood bison herds.
- Brought together Aboriginal governments and organizations, traditional users and others to address significant declines in the Bathurst and Bluenose-East barren-ground caribou herds.
- Worked to complete an initial round of community meetings in the Dehcho to provide information on boreal caribou to support development of a boreal caribou range plan.
- Bathurst Caribou Range Plan working group held three workshops involving 21 organizations, including Aboriginal governments, co-management boards, industry, environmental organizations, and Governments from the NWT, Nunavut and Saskatchewan.
- Developed draft Wildlife & Wildlife Habitat Protection Plan (WWHPP) and Wildlife Effects Monitoring Program (WEMP) Guidelines.



## Department of Environment and Natural Resources 2016-17 Business Plan

### Responding to the Priorities and Mandate of the 18<sup>th</sup> Assembly

*Priority – Cost of Living: Improving food security by encouraging local food production, traditional harvesting, and effective co-management of caribou herds and other wildlife.*

*Mandate Commitment 3.2.1: We will develop and implement a multi-year management strategy for barren-ground caribou in the NWT.*

- Barren-ground caribou are one of the great resources of the NWT and ENR has worked closely with communities, Aboriginal governments and organizations, co-management boards and others to support the conservation and recovery of herds across the NWT. These efforts have been guided by an NWT Barren-ground Caribou Management Strategy for 2011-2015 called “Caribou Forever – Our Heritage, Our Responsibility”, which has successfully focused cooperative efforts in order to do what is best for caribou. This Strategy is complemented by herd specific management plans for herds that spend all or part of the year within the NWT. ENR will work with its co-management partners in 2016 to complete a new Barren-ground Caribou Management Strategy for 2016-2020, and continue a process to develop a long term management plan for the Bathurst herd.

*Mandate Commitment 3.2.2: We will develop a range plan for boreal caribou in the NWT.*

- ENR is engaging with communities, Aboriginal governments and wildlife co-management boards to identify important areas for boreal caribou in the NWT. This information, in combination with data from ongoing caribou monitoring programs, will be used to determine priority areas for management of human development activity and natural disturbances in order to meet critical habitat objectives for boreal caribou outlined in the national recovery strategy for this threatened species. ENR is also engaging with other GNWT departments, the federal government (Environment and Climate Change Canada, and Parks Canada), and neighbouring provinces and territories (AB, BC and YT) on the development of jurisdictional range plans.

*Mandate Commitment 3.2.3: We will develop species-specific wildlife management strategies for wood bison, muskox, and moose.*

- Management plans are being developed for the three wood bison populations in the Northwest Territories: the Mackenzie, the Nahanni and the Slave River Lowlands. Working groups have been formed with members from communities within the range of each herd in order to draft each plan.

*Priority – Governance: Collaborating and fostering government-to-government relationships with Aboriginal governments*

*Mandate Commitment 5.1.2: We will consult with Aboriginal governments to complete the next phase of regulation making under the Wildlife Act.*



## Department of Environment and Natural Resources 2016-17 Business Plan

- The collaborative Wildlife Act Working Group, with representatives of the Aboriginal governments and their legal counsel, and representatives from the renewable resources boards established to develop the new *Wildlife Act*, is developing regulations with respect to hunter education requirements, commercial wildlife activities, and harvest reporting.

### Cross-Departmental Initiatives

Bathurst Caribou Range Plan – A collaborative, multi-partner range plan is being developed to manage the cumulative effects of human disturbance on the range of the Bathurst barren-ground caribou herd. ENR leads this initiative with involvement from the departments of ITI, Lands, ECE, DOT, Executive, and DAAIR.

Boreal Woodland Caribou Conservation - ENR is engaging with other GNWT departments (ITI, Lands, DAAIR, DOT and MACA) through the Interdepartmental Species at Risk Committee (InterSARC) to determine the GNWT's approach to development and implementation of range plans, including discussion of regional habitat disturbance targets and legal/policy tools that can be used to implement the range plans.

NWT Wildlife Health Strategy – the GNWT's Wildlife Health Program is an integral part of our overall wildlife management and conservation efforts, and helps support wildlife health, food safety, the traditional economy, wildlife based businesses and public health. ENR will work with our many partners including co-management boards, Aboriginal governments and organizations, other GNWT Departments, federal, provincial and territorial agencies, and wildlife health experts to develop a Wildlife Health Strategy for the NWT.

### PERFORMANCE MEASURES

1. **Outcome:** Support programs that offer opportunities for Aboriginal and community capacity building (Partnerships)

**Measure** Number of ENR programs geared towards improving Aboriginal and community capacity.

In 2014/15, Wildlife Division provided support for participation in eleven major ENR programs geared toward improving Aboriginal and community capacity. Support was provided for Bathurst and Bluenose-East Caribou meetings; Bathurst Caribou Range Plan Working Group; Beverly Qamanirjuaq Caribou Management Board support; Boreal Caribou Range Planning Process; Dehcho Boreal Caribou Working Group; Multispecies monitoring using winter track surveys in the Sahtu Settlement Region; Multispecies monitoring in the Sahtu Settlement Region; Mackenzie, Nahanni and Slave River Lowlands wood bison working groups; Sahtu Wildlife Cumulative Effects Monitoring Workshop; Species at Risk Committee and Conference of Management Authorities; Transboundary caribou monitoring; and Collaborative Wildlife Act Working Group.





## Department of Environment and Natural Resources 2016-17 Business Plan

2. **Outcome:** Maintain, and make publicly available, sound information that is understandable and relevant to the residents of the NWT (Knowledge)

**Measure:** Number of reports made available to the public.

- In 2014/15, over 50 documents relating to wildlife research and monitoring, biodiversity and species at risk conservation, data management, conservation education, public information, and wildlife legislation were made available to the public. 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. This is an increase of 23% from the number of documents made available in 2013/14.

3. **Outcome:** Proactively contribute to maintaining or improving NWT ecosystem integrity (Ecosystem Health)

**Measure:** Number of scientifically credible population surveys and monitoring programs of key wildlife health, productivity and trend indicators.

In 2014/15, Wildlife Division conducted six wildlife population surveys;

- Barren-ground caribou calving ground reconnaissance surveys (June 2014):
- Barren-ground caribou calving ground photographic survey (June 2014): Qamanirjuaq (assisted Nunavut)
- Dall Sheep aerial survey (June 2014): Richardson mountains
- Muskox strip transect survey (July 2014): Banks Island
- Peary Caribou strip transect survey (July 2014): Banks Island
- Polar Bear Viscount Melville Sub-population Survey

Three composition surveys:

- Barren-ground Caribou fall composition & late winter recruitment surveys
- Boreal Caribou movement, survival and calf recruitment surveys (February 2015): Dehcho and South Slave Regions
- Wood Bison composition surveys (July 2014): Nahanni & Slave River Lowlands

Eleven other surveys and monitoring programs:

- Anthrax surveillance flights (summer 2014): Mackenzie and Nahanni bison herds
- Bat monitoring: South Slave and Dehcho Regions
- Bison Control Area - Aerial Surveillance (between Mackenzie & SRL herds)
- Grizzly Bear Hair Snagging DNA Monitoring – Tuktoyaktuk to Inuvik Highway
- Hare pellet transect surveys: multiple locations across NWT
- Invasive Species – baseline monitoring in all regions
- Mosquito monitoring: species diversity, abundance & West Nile Virus





## Department of Environment and Natural Resources 2016-17 Business Plan

- Small Mammal Surveys: multiple locations across NWT
- Tundra Ecosystem Research Station environmental monitoring
- Wildlife Health & Condition Monitoring and
- Wolverine DNA Mark-Recapture (Hair Snagging) Programs: Daring Lake, Diavik & Ekati.

4. **Outcome:** Promote collaborative relationships with Aboriginal governments and provide a meaningful good governance approach to consultations (Public Service)

**Measure:** Number of ENR major programs and initiatives that included significant consultation and engagement with Aboriginal governments.

In 2014/15, major initiatives that included significant consultation and engagement with Aboriginal governments included:

- *Wildlife Act* & Regulations
- Conference of Management Authorities (CMA)
- Bathurst Caribou Range Planning Process
- Boreal Caribou Range Planning Process
- Bathurst and Bluenose Caribou Management
- Wood Bison herd Specific Management Planning Process
- Sahtu Wildlife Cumulative Effects Monitoring Workshop
- Multispecies monitoring using winter track surveys in the Sahtu Settlement Region

ENVIRONMENT AND NATURAL RESOURCES
-----------------------------------

## 2016-17 Business Plan

## Supporting Schedules

<u>Schedule</u>	<u>Description</u>
1	Departmental Summary
2	Operations Expense Summary
3	Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan
4	Proposed Adjustments to Grants & Contributions: 2015-16 Main Estimates to 2016-17 Business Plan
5	Human Resources Statistics
6	Infrastructure Investments
7	Restatements

<b>DEPARTMENTAL SUMMARY</b>
-----------------------------

(thousands of dollars)

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Revised Estimates</b>	<b>2015-16 Main Estimates</b>	<b>2014-15 Actuals</b>
<b>Operations Expenses by Activity</b>				
Conservation, Assessment and Monitoring	7,791	7,977	8,039	7,540
Corporate Management	14,055	16,122	14,113	14,851
Environment	4,075	4,738	4,539	4,606
Forest Management	37,830	55,285	32,632	80,424
Water Resources	11,178	12,336	11,562	10,649
Wildlife	14,627	15,130	15,096	15,913
<b>Total</b>	<b>89,556</b>	<b>111,588</b>	<b>85,981</b>	<b>133,983</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	40,992	42,543	40,274	43,440
Grants and Contributions	8,166	8,596	8,596	9,449
Other	37,986	58,037	34,699	78,854
Amortization	2,412	2,412	2,412	2,240
<b>Total</b>	<b>89,556</b>	<b>111,588</b>	<b>85,981</b>	<b>133,983</b>
<b>Revenues</b>	<b>5,068</b>	<b>5,015</b>	<b>1,365</b>	<b>9,216</b>

**HUMAN RESOURCE SUMMARY**

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Main Estimates</b>
Yellowknife Headquarters	126	135
Regional / Area Offices	146	178
Other Communities	88	56
	<b>360</b>	<b>369</b>

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Conservation, Assessment and Monitoring</b>										
Conservation Planning	1,023	-	1,023	-	-	-	90	(41)	-	1,072
Cumulative Impacting Monitoring Program	3,372	-	3,372	-	-	-	-	-	-	3,372
Environmental Impact and Assessment	3,171	-	3,171	-	-	-	(29)	(118)	-	3,024
Program Management	473	-	473	-	-	-	(50)	(100)	-	323
	8,039	-	8,039	-	-	-	11	(259)	-	7,791
<b>Corporate Management</b>										
Corporate Management	2,883	-	2,883	-	-	-	(15)	(38)	-	2,830
Directorate	2,422	-	2,422	-	2	-	24	(2)	-	2,446
Field Support Unit	3,809	-	3,809	-	1	-	5	(21)	-	3,794
Finance and Administration	2,704	-	2,704	-	6	-	-	-	-	2,710
Policy and Strategic Planning	2,295	-	2,295	(20)	-	-	-	-	-	2,275
	14,113	-	14,113	(20)	9	-	14	(61)	-	14,055
<b>Environment</b>										
Climate Change	1,204	-	1,204	(150)	-	-	-	-	-	1,054
Contaminated Sites and Remediation	344	-	344	-	-	-	-	(25)	-	319
Environmental Protection	2,084	-	2,084	-	6	-	(55)	(140)	-	1,895
Program Management	807	-	807	-	-	-	-	-	-	807
Waste Reduction	100	-	100	-	-	-	-	(100)	-	-
	4,539	-	4,539	(150)	6	-	(55)	(265)	-	4,075
<b>Forest Management</b>										
Fire Suppression	7,371	-	7,371	-	5,934	-	-	-	-	13,305
Forest Resources	3,155	-	3,155	-	2	-	(3)	(6)	-	3,148
Program Management and Presuppression	22,106	-	22,106	-	13	-	120	(862)	-	21,377
	32,632	-	32,632	-	5,949	-	117	(868)	-	37,830
<b>Water Resources</b>										
Program Management	1,336	-	1,336	-	7	-	(20)	(12)	-	1,311
Taiga Environmental Laboratory	2,074	-	2,074	-	-	-	(97)	-	-	1,977
Water Regulatory	1,989	-	1,989	-	-	-	(191)	-	-	1,798
Water Research and Study	2,773	-	2,773	(53)	-	596	-	(570)	-	2,746
Watershed Management	3,390	-	3,390	(1,583)	-	1,615	149	(225)	-	3,346
	11,562	-	11,562	(1,636)	7	2,211	(159)	(807)	-	11,178
<b>Wildlife</b>										
Biodiversity Conservation	2,414	-	2,414	-	-	-	60	(60)	-	2,414
Field Operations	5,955	-	5,955	-	47	-	72	(380)	-	5,694
Wildlife Program Management	1,016	-	1,016	-	-	-	(60)	-	-	956
Wildlife Research and Management	5,711	-	5,711	-	12	-	-	(160)	-	5,563
	15,096	-	15,096	-	59	-	72	(600)	-	14,627
<b>TOTAL DEPARTMENT</b>	<b>85,981</b>	<b>-</b>	<b></b>	<b>(1,806)</b>	<b>6,030</b>	<b>2,211</b>	<b>-</b>	<b>(2,860)</b>	<b>-</b>	<b>89,556</b>

Operations Expense Summary

(thousands of dollars)

PROPOSED ADJUSTMENTS

									Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
2015-16	Main	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions		
Estimates										

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Major Revenue Changes

(thousands of dollars)

## PROPOSED ADJUSTMENTS

	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-	-	-		
<b>TRANSFER PAYMENTS</b>							
Federal Cost-shared	-	-	-	-	-		
Federal Programs				3,650	3,650	100.0	Cumulative Impacts Agreement signed after devolution
Capital Transfers	-	-	-	-	-		
	-			<b>3,650</b>	<b>3,650</b>	<b>100.0</b>	
<b>GENERAL REVENUES</b>							
<b>Non-renewable Resource Revenues</b>							
Water Use Fees	80	-	80	80	-	-	
<b>Regulatory Revenue</b>		-	-				
Environment Fund Net Revenue	3		3	6	3	100.0	Expected growth in program
Timber Permits and Licenses	5		5	5	-	-	
Hunting and Fishing Licenses	550		550	550	-	-	
Fees for Water and Soil Analysis	695		695	745	50	7.2	Increase submitted during reduction exercise
<b>Service and Miscellaneous</b>	32	-	32	32	-	-	
	-	-	-	-	-		
<b>Total General Revenues</b>	<b>1,365</b>	-	<b>1,365</b>	<b>1,418</b>	<b>53</b>	<b>3.9</b>	
<b>TOTAL REVENUE</b>	<b>1,365</b>	-	<b>1,365</b>	<b>5,068</b>	<b>3,703</b>	<b>271</b>	

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)											
PROPOSED ADJUSTMENTS											
Explanation of Proposed Adjustments	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter-Departmental Transfers and Other Adjustments	2016-17 Business Plan	
<b>Conservation, Assessment and Monitoring</b>											
Conservation Planning	140	-	140	-	-	-	-	-	-	140	
Cumulative Impact Monitoring Program	1,540	-	1,540	-	-	-	-	-	-	1,540	
Interim Resource Management Assistance (IRMA)	1,655	-	1,655	-	-	-	-	-	-	1,655	
	<b>3,335</b>	-	<b>3,335</b>	-	-	-	-	-	-	<b>3,335</b>	
<b>Corporate Management</b>											
Disaster Compensation	15	-	15	-	-	-	-	-	-	15	
Fur Price Program	405	-	405	-	-	-	-	-	-	405	
Community Harvester Assistance Program	1,074	-	1,074	-	-	-	-	-	-	1,074	
Local Wildlife Committees	257	-	257	-	-	-	-	-	-	257	
Inuvialuit Water Board	913	-	913	-	-	-	-	-	-	913	
Take A Kid Trapping	125	-	125	-	-	-	-	-	-	125	
Traditional Knowledge	65	-	65	-	-	-	-	-	-	65	
	<b>2,854</b>	-	<b>2,854</b>	-	-	-	-	-	-	<b>2,854</b>	
<b>Environment</b>											
Adaptation Plan	51	-	51	-	-	-	-	-	-	51	
Alternative Energy Program	-	-	-	(100)	-	-	-	-	-	(100)	
				(400)						(400)	
Arctic Energy Alliance				(100)						(100)	
				(125)						(125)	
				(500)						(500)	
				(15)						(15)	
				(50)						(50)	
				(175)						(175)	
				(300)						(300)	
Biomass Energy	150	-	150	(275)	-	-	-	-	-	(125)	
				(175)						(175)	
Climate Change Conservation Program	162	-	162		-	-	-	-	-	162	
Consolidation of Energy Functions in PWS	-	-	-	-	-	-	-	-	-	-	
Consolidation of Energy Functions in PWS	-	-	-	2,065	-	-	-	-	-	2,065	
Environmental Baseline Studies	100	-	100	-	-	-	-	-	-	100	
	<b>463</b>	-	<b>463</b>	<b>(150)</b>	-	-	-	-	-	<b>313</b>	
<b>Forest Management</b>											
Fire Damage Compensation	100	-	100	-	-	-	-	-	-	100	
Modeling and Remote Sensing	-	-	-	-	-	-	90			90	
Industry Development	-	-	-	-	-	-	50			50	
Community Protection Research	10	-	10	-	-	-	(10)	-	-	-	
Wildfire Research	25	-	25	-	-	-	-	-	-	25	
Wildfire Risk Management Plans	75	-	75	-	-	-	-	-	-	75	
	<b>210</b>	-	<b>210</b>	-	-	-	<b>130</b>	-	-	<b>340</b>	



Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)											
PROPOSED ADJUSTMENTS											
		2015-16 Main						Internal		Inter- Departmental Transfers and Other Adjustments	2016-17
	Explanation of Proposed Adjustments	Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Transfers	Reductions		Business Plan
Water Resources											
Aquatic Ecosystems Research and Partnership Program	Contribution-Aquatic Ecosystems Partnership Pr	200	-	200	-	-	-	-	(200)	-	-
Mackenzie River Basin Board	Transfer to cover shortfall	40	-	40	-	-	-	10		-	50
NWT Water Strategy		250		250					-		250
Water Strategy Action Plan	Water Strategy Action Plan	610	-	610	(610)	-		-	-	-	-
	Implement Water Management Agreements						450				450
		1,100	-	1,100	(610)	-	450	10	(200)	-	750
Wildlife											
Disease Contaminants		16	-	16	-	-	-	-	-	-	16
Stewardship Program	Reduce Contributions to Prince Albert Band	440	-	440	-	-	-		(60)	-	380
	Transfer to cover contribution reduction							60			60
Wildlife Management Boards	Transfer to Stewardship Program	178	-	178	-	-	-	(60)	-	-	118
		634	-	634	-	-	-	-	(60)	-	574
TOTAL DEPARTMENT											
		8,596	-	8,596	(760)	-	450	140	(260)	-	8,166

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Human Resources Statistics

## Environment and Natural Resources

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>330</b>		<b>330</b>		<b>281</b>		<b>272</b>	
<b>Indigenous Employees</b>	<b>200</b>	<b>60.6%</b>	<b>193</b>	<b>58.5%</b>	<b>177</b>	<b>63.0%</b>	<b>165</b>	<b>60.7%</b>
Aboriginal	148	44.8%	141	42.7%	136	48.4%	129	47.4%
Non-Aboriginal	52	15.8%	52	15.8%	41	14.6%	36	13.2%
Non-Indigenous Employees	130	39.4%	137	41.5%	104	37.0%	107	39.3%
Male	195	59.1%	201	60.9%	187	66.5%	179	65.8%
Female	135	40.9%	129	39.1%	94	33.5%	93	34.2%
<b>Senior Management</b>	<b>17</b>		<b>18</b>		<b>17</b>		<b>16</b>	
<b>Indigenous Employees</b>	<b>9</b>	<b>52.9%</b>	<b>11</b>	<b>61.1%</b>	<b>11</b>	<b>64.7%</b>	<b>10</b>	<b>62.5%</b>
Aboriginal	7	41.2%	7	38.9%	7	41.2%	6	37.5%
Non-Aboriginal	2	11.8%	4	22.2%	4	23.5%	4	25.0%
Non-Indigenous Employees	8	47.1%	7	38.9%	6	35.3%	6	37.5%
Male	12	70.6%	14	77.8%	13	76.5%	12	75.0%
Female	5	29.4%	4	22.2%	4	23.5%	4	25.0%
<b>Non-Traditional Occupations</b>	<b>104</b>		<b>134</b>		<b>135</b>		<b>111</b>	
<b>Indigenous Employees</b>	<b>83</b>	<b>79.8%</b>	<b>97</b>	<b>72.4%</b>	<b>100</b>	<b>74.1%</b>	<b>82</b>	<b>73.9%</b>
Aboriginal	74	71.2%	87	64.9%	91	67.4%	75	67.6%
Non-Aboriginal	9	8.7%	10	7.5%	9	6.7%	7	6.3%
Non-Indigenous Employees	21	20.2%	37	27.6%	35	25.9%	29	26.1%
Male	91	87.5%	117	87.3%	118	87.4%	97	87.4%
Female	13	12.5%	17	12.7%	17	12.6%	14	12.6%

**2016-17 Infrastructure Investments**

Project Name	Activity	Location	Risks/Milestones/Timelines
Regional Laboratory	Conservation, Assessment & Monitoring	Fort Simpson	Final construction and commissioning
Air Quality Monitoring Equipment	Environment	Fort Smith	Analyzers and Monitors, no risk
Tundra Ecosystem Research Station	Wildlife	Yellowknife	Summer construction of wash-house
Air Tractor 802AE Air Tanker	Forest Management	Various	Risk related to value of Canadian dollar
Behchokö Incident Response Facility	Forest Management	Behchokö	Pre-fab facility
Hay River Type V Engine	Forest Management	Hay River	Risk dependent on tender results
Fort Simpson Type V Engine	Forest Management	Fort Simpson	Risk dependent on tender results
Fort Simpson Communication Tower	Forest Management	Fort Simpson	Replacement of existing tower
Communications Network Upgrade	Forest Management	Various	Continual Upgrade
Repeater Network Infrastructure	Forest Management	Various	Continual Upgrade
Warehouse Construction- Inuvik	Water Resources	Inuvik	Combining with Shell Lake Complex
Equipment - Taiga Lab	Water Resources	Yellowknife	Risk dependent on tender results
ENR Complex - Shell Lake - Replacement	Wildlife	Inuvik	Risk dependent on tender results
Fort Resolution Workshop	Wildlife	Fort Resolution	Upgrades to existing building
Tulita District Office Upgrade	Wildlife	Tulita	Upgrades to existing building
Behchokö District Office	Wildlife	Behchokö	Modular office space

<b>Schedule of Restatements</b>
---------------------------------

## Department

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
OPERATIONS	<b>Environment</b>							8,947,000.00
	Transfer Energy Program	Environment	HQ	C&B				(91,000)
	Transfer Energy Program	Environment	HQ	G&C				(4,140,000)
	Transfer Energy Program	Environment	HQ	O&M				(110,000)
	<b>Total Restated Environment Actuals</b>							<b>4,606,000</b>
	Transfer Energy Program	Public Works & Services	HQ	C&B				91,000
	Transfer Energy Program	Public Works & Services	HQ	G&C				4,140,000
	Transfer Energy Program	Public Works & Services	HQ	O&M				110,000

Explanation

Restate 14/15 Actuals for Energy Program transfer to Public Works and Services. 15/16 Main Estimates and Revised, and 1 FTE previously restated.

OPERATIONS	<b>Corporate Management</b>							12,622,000.00
	Transfer Traditional Economy	Corporate Management	HQ	C&B				115,000
	Transfer Traditional Economy	Corporate Management	HQ	G&C				1,859,000
	Transfer Traditional Economy	Corporate Management	HQ	O&M				255,000
	<b>Total Restated Corporate Management Actuals</b>							<b>14,851,000</b>
	Transfer Traditional Economy	Industry, Tourism & Investment	HQ	C&B				(115,000)
	Transfer Traditional Economy	Industry, Tourism & Investment	HQ	G&C				(1,859,000)
	Transfer Traditional Economy	Industry, Tourism & Investment	HQ	O&M				(255,000)

Explanation

Restate 14/15 Actuals for Traditional Economy transfer from Industry, Tourism & Investment. 15/16 Main Estimates and Revised, and 1 FTE previously restated.



# Annual Business Plan

2016-2017

## Executive



Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest



## Department of Executive 2016-17 Business Plan

### 1. DEPARTMENTAL 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 and implementation of initiatives and actions in support of cross-government goals;
- Providing policy, strategic, legislative and communications advice to support Cabinet and Ministers; and
- Ensuring effective communications through the coordination and dissemination of timely and accurate information about the Government of the Northwest Territories (GNWT) to ensure it is visible, accessible and accountable to the citizens of the NWT.

#### GOALS

The Department of Executive shall ensure effective:

- Support for informed decision-making in planning, development and implementation of policies and programming;
- Coordination of Government operations, both between departments and between headquarters and the regions; and
- Coordination and collaboration to address the priorities of Cabinet and the Legislative Assembly.



## Department of Executive 2016-17 Business Plan

### KEY ACTIVITIES SUMMARY

The Department of Executive is organized into three key activities:

**1) Cabinet Support** includes:

- Cabinet Secretariat
- The Commissioner's Office
- The Public Utilities Board

**2) Directorate** includes:

- Office of the Secretary to Cabinet
- Corporate Communications
- Corporate Services
- Legislation and House Planning
- Office of Priorities and Planning
- Regional Operations

**3) Executive Council Offices** comprise:

- The Premier's Office
- Ministers' Offices
- Cabinet Communications and Protocol

A more detailed description of the key activities is provided in Section 3 below.



## Department of Executive 2016-17 Business Plan

### OPERATING ENVIRONMENT

As a central agency, the Department of Executive plays a lead role in supporting the Premier and Cabinet, and coordinating the work of departments to achieve the political direction set by the government. For the 18<sup>th</sup> Legislative Assembly, this direction is primarily set through:

- the Priorities of the 18<sup>th</sup> Legislative Assembly
- the Mandate of the Government of the Northwest Territories, 2016-2019
- annual business plans and Main Estimates
- decisions of the Cabinet and the Financial Management Board

A major change to the operating environment is the establishment of a government Mandate; this is a list of commitments proposed by the Executive Council in response to the priorities established by the Legislative Assembly. The Mandate is approved by the Legislative Assembly and serves as strategic direction to the public service and as a tool for political accountability.

Advancement of the commitments in the Mandate is supported by the Department through advice to the Premier and Cabinet, management of the Cabinet decision-making process, including Committees of Cabinet and corresponding Deputy Minister Committees, strategic communications, the legislative agenda, and regional co-ordination and information sharing between departments and between orders of government.

The cyclical nature of elections brings a change of political leadership every four years. This change is expected and managed through protocols and procedures created for the purpose of supporting a smooth and orderly transition from one government to the next.

With a mandate to provide policy and operational support to Cabinet and overall management and direction to the Executive branch of Government, effective enterprise risk management is central to the Department's work. A number of well-established risk mitigation measures, including established legislation, regulations, policies, protocol, and operating procedures, are in place to manage its operation and maintain it highly stable and predictable. These measures address both strategic and operational risks and are an integral part of the daily business of the Department's divisions. The Department participates in the GNWT's corporate Enterprise Risk Management program which includes the development of risk assessments and mitigation plans.





## Department of Executive 2016-17 Business Plan

### ENTERPRISE RISK MANAGEMENT

The top five risks and key mitigation measures for the Department of Executive are:

1. Risk to government reputation and understanding of Government direction.

This risk is mitigated through the continued implementation of the 2014 Communications Functional Review, including the development of an Accountability Framework to provide direction and mitigate political, reputational and communications risk. The Department's Corporate Communications division promotes an integrated corporate approach to communications and serves an essential risk mitigation capacity for the GNWT as a whole.

2. Risk to coordinated and successful implementation of Cabinet direction.

This risk is mitigated with structured interdepartmental collaboration, including through the Committees-of-Cabinet, supporting Deputy Minister Committees, and the Regional Management Committees, as well as systems in place to monitor, track and report on progress.

3. Lack of adequate and quality information for Executive Council decision making.

To mitigate this risk resources are in place to ensure adequate review and analysis of Executive Council submissions, and guidance to departments, including a handbook and regular training opportunities.

4. Risk of flawed and/or unaffordable legislation.

This risk is mitigated by having in-house legislative analysis expertise, supported by the Legislative Initiatives Committee, and through guidance to departments.

5. Risk of access to GNWT services for community members in smaller communities.

This risk is mitigated in large part by ensuring support and training to Government Service Officers who offer one-stop access to government programs at Single Window Service Centres in smaller communities.



## Department of Executive 2016-17 Business Plan

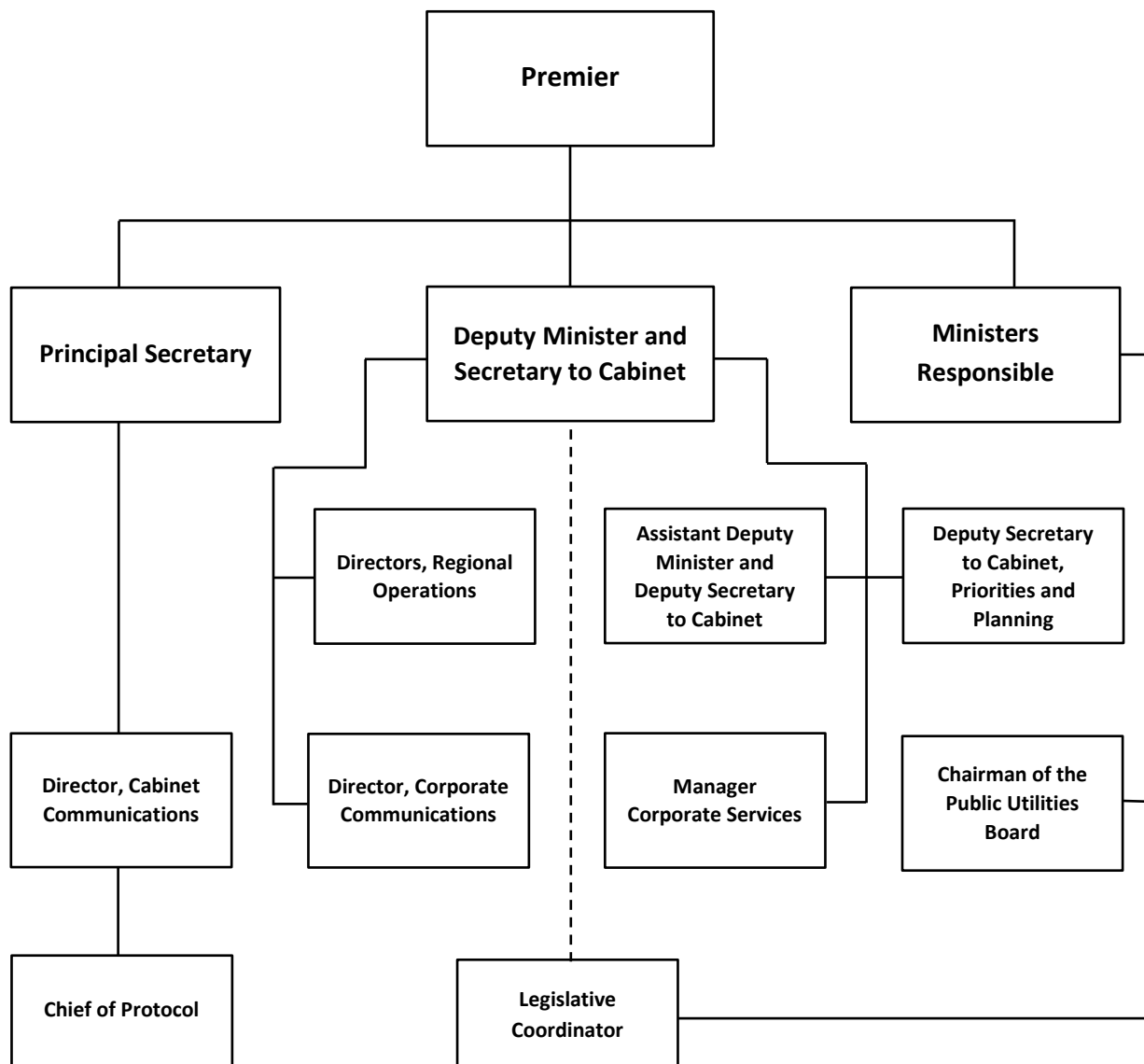
### **Zero Base Review**

The Department is currently conducting a zero base review (ZBR) exercise of all departmental operations. The ZBR is a systematic review and evaluation of the programs and services currently provided by the department. The ZBR approach includes the following steps: collecting data and other base line information; identifying opportunities for improvement through increased efficiencies and/or more effective delivery; undertaking a more in-depth analysis of these opportunities; developing recommendations supported by a business case; and completing a final report and implementation plan, if warranted. Any recommendations that are approved for implementation will be included 2017-18 business planning process.



## Department of Executive 2016-17 Business Plan

### Organizational Chart





## Department of Executive 2016-17 Business Plan

### 2. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Cabinet Support	1,393	2,187	2,187	2,429
Directorate	6,859	6,696	6,121	7,721
Executive Council Offices	3,734	3,806	3,471	3,867
<b>Total</b>	<b>11,986</b>	<b>12,689</b>	<b>11,779</b>	<b>14,017</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	9,389	9,746	8,939	9,357
Grants and Contributions	150	150	150	549
Other	2,440	2,786	2,683	4,104
Amortization	7	7	7	7
<b>Total</b>	<b>11,986</b>	<b>12,689</b>	<b>11,779</b>	<b>14,017</b>
<b>Revenues</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>

#### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	46	42
Regional / Area Offices	6	6
Other Communities	20	20
<b>Total</b>	<b>72</b>	<b>68</b>



## Department of Executive 2016-17 Business Plan

### 3. KEY ACTIVITIES

#### Key Activity 1 – 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, independent policy analysis and operational support through the Cabinet Secretariat. It also supports the Commissioner's Office and the Public Utilities Board.

- **Cabinet Secretariat** provides broad, independent policy advice on priorities, strategies, policies and legislation to the Premier and Cabinet; and support for all Cabinet operation, including communicating, monitoring compliance with, and assisting in the implementation of Cabinet direction. The Secretariat has ultimate responsibility for maintaining the security and integrity of the official Cabinet Record.
- The **Commissioner's Office** provides office space and operational support for the federally appointed Commissioner of the Northwest Territories.
- The **Public Utilities Board** is an independent regulatory agency responsible for the regulation of the energy utilities in the Northwest Territories. The main function of the Board is derived from the *Public Utilities Act*.

##### DEPARTMENTAL HIGHLIGHTS

###### Cabinet Secretariat

In addition to ongoing responsibilities for the provision of independent policy analysis and for documenting and communicating Cabinet decision in accordance with established conventions, the Cabinet Secretariat will continue to work with program staff in the various departments to ensure a shared understanding of the legal, financial, public and political concerns that influence the Cabinet decision-making process. The Secretariat will also assist the Premier to raise the Cabinet's public visibility by organizing Cabinet meetings and public receptions in each region of the NWT.



## Department of Executive 2016-17 Business Plan

### **Commissioner's Office**

The Commissioner's Office will provide the orientation and supports necessary to ensure a smooth transition between Commissioners, presuming the appointment of a new Commissioner in 2016-2017.

### **Public Utilities Board**

Support for the **Public Utilities Board** has been assumed by the Department of Executive. Previously, that support was provided by the Department of Justice.



## Department of Executive 2016-17 Business Plan

### Key Activity 2 – DIRECTORATE

#### DESCRIPTION

The Directorate includes Office of the Secretary to Cabinet, Corporate Communications, Corporate Services, Legislation and House Planning, Office of Priorities and Planning, and Regional Operations.

- **Office of the Secretary to Cabinet** is responsible for supporting Executive Council decision making, coordinating the development and implementation of government-wide direction, leading the senior management of the territorial public service, and managing the executive functions of the bureaucracy. 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.
- **Corporate Communications** establishes policies to ensure an integrated corporate approach to communications, and provides broad communications advice and support across government. Corporate communications is responsible for providing communications leadership and direction to GNWT departments, operationalizing the strategic communications priorities of the government, and promoting a consistent, positive identity for the GNWT.
- **Corporate Services** provides financial, human resource and records management and information system and technology support to the Executive Offices and Commissioner's Office.
- **Legislation and House Planning** is responsible for the provision of broad policy advice on legislative initiatives, support for the development of the legislative agenda, managing the legislative development process, and provides a full range of administrative services in support of Cabinet business in the Legislative Assembly during Session.
- **Office of Priorities and Planning** provides strategic advice and coordination on the development and implementation of the government's Mandate and related government-wide planning activities, support to the Committees-of-Cabinet and Deputy Minister coordinating committees, reporting on government progress toward fulfilling the



## Department of Executive 2016-17 Business Plan

government's Mandate, as well as support for the process for nominations and appointments to public boards. The Office provides leadership and support for transition planning across government. It also provides advice and support to the Minister Responsible for Public Engagement & Transparency.

- **Regional Operations** are responsible for communicating and coordinating Cabinet priorities and direction, and GNWT program and service responsibilities in the regions, through leadership of the Regional Management Councils. Regional Operations also manage the Single Window Service Centres in 20 of the smallest communities in the NWT. The Centres are staffed by local Government Service Officers, who provide assistance and advice on government programs and services in the communities they serve; many speak and provide service in Aboriginal languages.

### DEPARTMENTAL HIGHLIGHTS

#### Office of the Secretary to Cabinet

The Office of the Secretary to Cabinet provides support and advice to the Premier and Cabinet.

A key responsibility was leading the preparation and execution of a government-wide transition plan in line with the 2015 territorial general election. This work was done in close collaboration with all deputy ministers, as well as senior officials in the Department of Finance and the Office of the Clerk of the Legislative Assembly. The 2015 transition plan included innovations such as the establishment of a legislative Special Committee on Transition Matters, the creation of an Issues Wiki to help orient newly-elected MLAs on major policy issues facing the territory, and the development of a government Mandate, in response to the priorities established by the 18<sup>th</sup> Legislative Assembly, as a new tool for strategic direction and government accountability.

Senior officials will draw lessons from the 2015 transition to inform transition planning in 2018-2019.

#### Corporate Communications

The Corporate Communications division continues to implement the recommendations of the 2014 Communications Functional Review in order to support effective and coordinated government





## Department of Executive 2016-17 Business Plan

communications. This includes clarifying GNWT-wide communications roles and accountabilities; training GNWT communicators to support more strategic, citizen-centred and proactive communications; modernized media monitoring; establishment of the new Visual Identity Program; and, redesign and launch of the flagship GNWT website for easier navigation and a more consistent user experience.

Corporate Communications is leading, with the Director of Cabinet Communications, the establishment of a GNWT-wide Strategic Communications Plan to advance the commitments in the government's Mandate. This will support open and transparent communications. In turn, the division will support departments in delivering effective communications programs and information to citizens commensurate with the principle of "One Government, One Voice". This approach is citizen-centred, digital, open, and focused on engagement.

In addition, the division plans to create a GNWT Digital Framework with enhanced guidelines to develop a consolidated and coordinated online presence, to continue implementation of the Visual Identity Program to ensure a consistent approach to visual treatments across the GNWT, and to continue to deliver training and professional development opportunities for communicators and other officials in the GNWT.

All of this work includes close collaboration with the Director of Cabinet Communications to ensure effective government-wide communications. It supports the Legislative Assembly's priority of Governance – improving accountability, transparency and collaboration, and responds to our commitment in the GNWT Mandate to maximize citizens' ability to access government by using consistent approached to social media, visual identity and overall communications.

### **Corporate Services**

Corporate Services provides financial, human resource, records management and information system and technology support to the Department, Executive Council Offices, as well as the Commissioner's Office.

### **Legislative and House Planning**

The Legislative and House Planning division oversees and provides advice to the Executive Council and all GNWT Departments on the legislative process, a process which manages the creation of laws



## Department of Executive 2016-17 Business Plan

in the Northwest Territories. This includes coordinating with departments from the early stages of legislative development to provide guidance through the legislative process until a legislative initiative becomes a Bill and receives Assent. It also includes chairing the Legislative Initiatives Committee, to evaluate and assess legislative initiatives and proposed regulations prior to Cabinet consideration, to determine consistency with the government's Mandate and Cabinet direction.

Other activities include research and procedural advice for the Government House Leader, Executive Council and all GNWT Departments; facilitating and coordinating Cabinet House Strategy meetings during sittings of the Legislative Assembly; support to the Government House Leader in all official duties; and administrative support to the Executive Council and ministerial offices relating to all House business during sittings of the Legislative Assembly.

### **Office of Priorities and Planning**

The Office of Priorities & Planning (OPP) was established in the last government to support the implementation of the Process Convention on Transition Planning and the Process Convention on Priority Setting & Reporting. It will develop and implement an ongoing monitoring and reporting system for the government's approved Mandate. This includes the collection and analysis of information periodically gathered from government departments, the development and refinement of an open and searchable on-line method to track progress on implementation of the Mandate, and the coordination of government-wide annual reporting to the Legislative Assembly in keeping with the Process Convention on Priority Setting & Reporting.

The division will draft revised operating procedures and mandates for the 18th Assembly Committees-of-Cabinet (COCs), provide on-going support for meeting organization and logistics, prepare meeting summaries, promote COCs as a venue for the discussion of major policy issues by Ministers, and track the work of COCs against the commitments of the government in the Mandate.

The division will also provide advice and support to the Minister Responsible for Public Engagement & Transparency. This will include coordinating a whole-of-government approach to developing a work plan, preparing an Open Government Policy as the basis for GNWT activities to enhance openness, assisting the Minister with being an advocate for openness across the GNWT, drafting a guide to explain the contemporary operation of consensus government in the NWT, explore options for the creation of an office of the ombudsman, and further enhancing the public appointments process with a communications emphasis on accessibility and gender equity.



## Department of Executive 2016-17 Business Plan

### Regional Operations

The Regional Operations division is responsible for ensuring effective support and operation of the Single Window Service Centres, including providing ongoing training for Government Service Officers. This is a critical service aimed at ensuring NWT residents, particularly those in smaller communities, are aware of available government programs and services, and how to access them. This priority is reflected in the GNWT's Mandate commitment to do a better job of making residents more aware of government programs and services and how to access them through the Single Window Service Centres.

A highlight from the past year was the continued growth in the number of Single Window Service Centres from 18 to 20 as well as continued growth in activity by Government Service Officers (see Measure 3 below) connecting residents with available GNWT and federal programs and services.

As in previous years, two training sessions were held to continue to increase the knowledge and capacity of Government Service Officers to serve their communities.

The Regional Operations division also works to ensure that GNWT Regional Management Committees are kept apprised of government priorities and key initiatives, and support inter-departmental coordination and collaboration at the regional level.

### PERFORMANCE MEASURES

#### Corporate Communications

Effective and coordinated government communications is a key outcome that Corporate Communications is striving to achieve.

#### *Measure 1 – Level of Client Satisfaction with Corporate Communications*

One way to track progress towards effective government communications is to measure client satisfaction. This will be done through annual client satisfaction surveys. A baseline is currently being established and future business plans will include reporting on the level of client satisfaction with Corporate Communications.



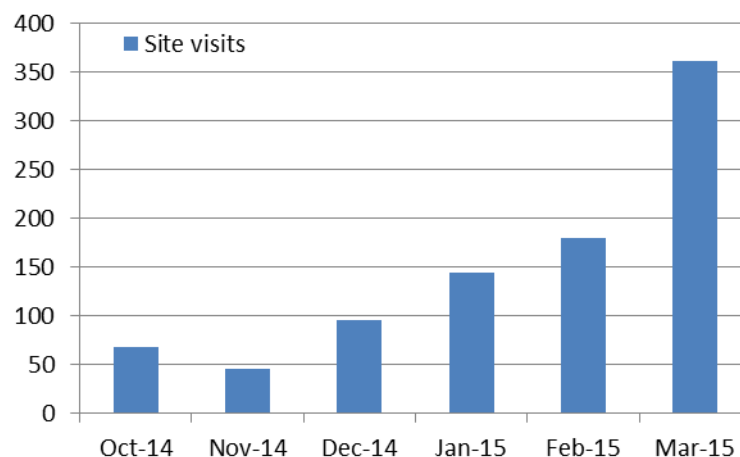
## Department of Executive 2016-17 Business Plan

Maximizing citizens' access to government is another key outcome for Corporate Communications.

### **Measure 2 – Usage of GNWT flagship website**

A proxy indicator to measure citizen's access is to track the number visits to the gov.nt.ca website. Since October 2104 the GNWT has been using Google Analytics to track website usage.

*Usage of GNWT flagship website as measured by the number of visits to the gov.nt.ca website October 2014 to March 2015*



### **Office of Priorities and Planning**

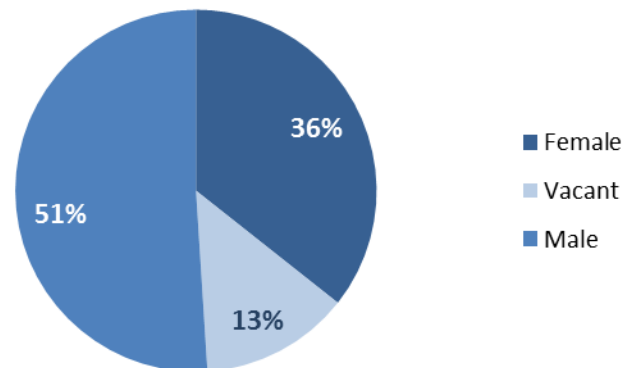
The GNWT has committed to improving gender equity in appointments to territorial boards, and the work of the Office of Priorities and Planning supports this priority.

Baseline measures for gender balance of members and chairpersons on public boards have been established and will be used to track progress on this priority.

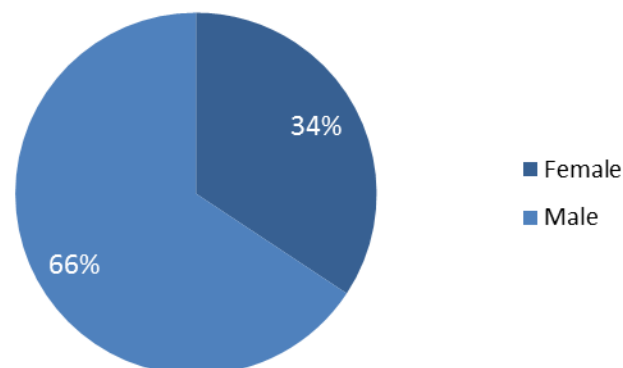


## Department of Executive 2016-17 Business Plan

**Measure 3** – Gender Balance of Members on Public Boards with GNWT Nominated/Appointed Members as of February 1, 2016



**Measure 4** – Gender Balance of Chairpersons on Public Boards with GNWT Nominated/Appointed Members as of February 1, 2016



### Regional Operations

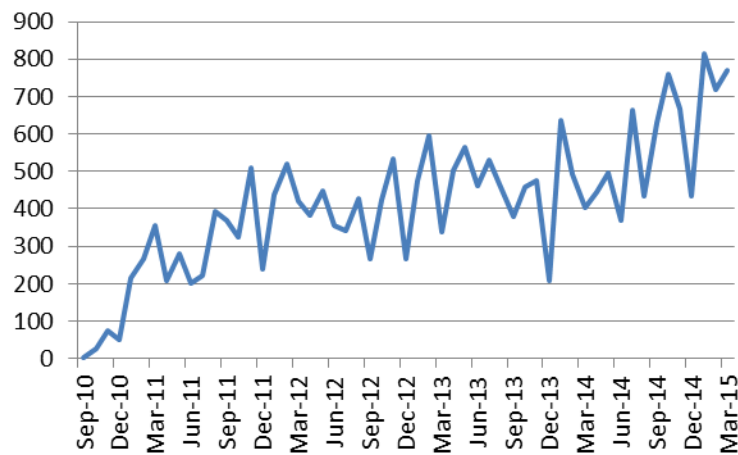
The GNWT is committed to doing a better job of making NWT residents, particularly those in smaller communities, aware of available government programs and services, and how to access them, through Single Window Service Centres.



## Department of Executive 2016-17 Business Plan

With 20 Single Window Service Centres in the smaller communities, the number of service requests responded to by Government Service Officers is a proxy measure of awareness and access to government programs and services.

**Measure 5** – Total number of service requests responded to by Government Service Officers at Single Window Service Centres from September 2010 through March 2015





## Department of Executive 2016-17 Business Plan

### Key Activity 3 – EXECUTIVE COUNCIL OFFICES

#### DESCRIPTION

The Executive Council Offices comprise the Premier's Office, Ministers' Offices, and Cabinet Communications and Protocol.

**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.

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

**Cabinet Communications and Protocol** provides communications and public affairs leadership and protocol services to promote broad stakeholder understanding and support of GNWT priorities and initiatives on behalf of the Premier and Cabinet.

EXECUTIVE
-----------

**2016-17 Business Plan****Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Departmental Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>4</b>	<b>Proposed Adjustments to Grants &amp; Contributions: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>5</b>	<b>Human Resources Statistics</b>
<b>6</b>	<b>Infrastructure Investments</b>
<b>7</b>	<b>Restatements</b>



DEPARTMENTAL SUMMARY
----------------------

(thousands of dollars)

	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Cabinet Support	1,393	2,187	2,187	2,429
Directorate	6,859	6,696	6,121	7,721
Executive Council Offices	3,734	3,806	3,471	3,867
<b>Total</b>	<b>11,986</b>	<b>12,689</b>	<b>11,779</b>	<b>14,017</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	9,389	9,746	8,939	9,357
Grants and Contributions	150	150	150	549
Other	2,440	2,786	2,683	4,104
Amortization	7	7	7	7
<b>Total</b>	<b>11,986</b>	<b>12,689</b>	<b>11,779</b>	<b>14,017</b>
<b>Revenues</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>

## HUMAN RESOURCE SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	46	42
Regional / Area Offices	6	6
Other Communities	20	20
	<b>72</b>	<b>68</b>

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	2016-17 Business Plan
<b>Cabinet Support</b>									
Cabinet Secretariat	1,542	-	1,542	-	-	-	(624)	(170)	748
Commissioner's Office	201	-	201	-	-	-	-	-	201
Public Utilities Board	-	444	444	-	-	-	-	-	444
	<b>1,743</b>	<b>444</b>	<b>2,187</b>	-	-	-	<b>(624)</b>	<b>(170)</b>	<b>1,393</b>
<b>Directorate</b>									
Office of the Secretary to Cabinet	862	-	862	-	-	-	(92)	(20)	750
Corporate Communications	510	-	510	-	-	516	-	(13)	1,013
Corporate Services	1,606	-	1,606	-	-	-	-	(60)	1,546
Legislation & House Planning	546	-	546	-	-	-	-	(150)	396
Office of Priorities & Planning	-	-	-	-	-	-	716	-	716
Regional Operations	2,597	-	2,597	-	16	-	-	(175)	2,438
	<b>6,121</b>	-	<b>6,121</b>	-	<b>16</b>	<b>516</b>	<b>624</b>	<b>(418)</b>	<b>6,859</b>
<b>Executive Council Offices</b>									
Premier's Office	1,077	-	1,077	-	-	-	-	-	1,077
Ministers' Offices	1,706	-	1,706	-	-	-	-	-	1,706
Cabinet Communications & Protocol	688	-	688	-	-	335	-	(72)	951
	<b>3,471</b>	-	<b>3,471</b>	-	-	<b>335</b>	-	<b>(72)</b>	<b>3,734</b>
<b>TOTAL DEPARTMENT</b>	<b>11,335</b>	<b>444</b>	<b>11,779</b>	-	<b>16</b>	<b>851</b>	-	<b>(660)</b>	<b>11,986</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

Major Revenue Changes

(thousands of dollars)

PROPOSED ADJUSTMENTS

	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GENERAL REVENUES</b>							
<b>Grants in Kind</b>							
Band Council Subsidized Leases	150	-	150	150	-	-	
	<b>150</b>	-	150	<b>150</b>	-	-	
<b>TOTAL REVENUE</b>	<b>150</b>	-	<b>150</b>	<b>150</b>	-	-	

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

Explanation of Proposed Adjustments	PROPOSED ADJUSTMENTS									
	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter-Departmental Transfers and Other Adjustments	
<b>Cabinet Support</b>										
Cabinet Secretariat	-	-	-	-	-	-	-	-	-	-
Commissioner's Office	-	-	-	-	-	-	-	-	-	-
Public Utilities Board	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
<b>Directorate</b>										
Office of the Secretary to Cabinet	150	-	150	-	-	-	-	-	-	-
Corporate Communications	-	-	-	-	-	-	-	-	-	-
Corporate Services	-	-	-	-	-	-	-	-	-	-
Legislation & House Planning	-	-	-	-	-	-	-	-	-	-
Office of Priorities & Planning	-	-	-	-	-	-	-	-	-	-
Regional Operations	-	-	-	-	-	-	-	-	-	-
	150	-	150	-	-	-	-	-	-	-
<b>Executive Council Offices</b>										
Premier's Office	-	-	-	-	-	-	-	-	-	-
Ministers' Offices	-	-	-	-	-	-	-	-	-	-
Cabinet Communications & Protocol	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
<b>TOTAL DEPARTMENT</b>	150	-	150	-	-	-	-	-	-	-

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Human Resources Statistics

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>69</b>		<b>58</b>		<b>91</b>		<b>78</b>	
Indigenous Employees	<b>48</b>	<b>70%</b>	<b>40</b>	69%	<b>56</b>	62%	<b>50</b>	<b>64%</b>
Aboriginal	33	48%	28	48%	29	32%	24	31%
Non-Aboriginal	15	22%	12	21%	27	30%	26	33%
Non-Indigenous Employees	21	30%	18	31%	35	38%	28	36%
Male	17	25%	14	24%	30	33%	24	31%
Female	52	75%	44	76%	61	67%	54	69%
<b>Senior Management</b>	<b>9</b>		<b>8</b>		<b>15</b>		<b>14</b>	
Indigenous Employees	<b>5</b>	<b>56%</b>	<b>5</b>	63%	<b>9</b>	60%	<b>9</b>	<b>64%</b>
Aboriginal	1	11%	1	13%	3	20%	3	21%
Non-Aboriginal	4	44%	4	50%	6	40%	6	43%
Non-Indigenous Employees	4	44%	3	38%	6	40%	5	36%
Male	7	78%	6	75%	8	53%	10	71%
Female	2	22%	2	25%	7	47%	4	29%
<b>Non-Traditional Occupations</b>	<b>-</b>	<b>0%</b>	<b>1</b>	<b>0%</b>	<b>2</b>	<b>0%</b>	<b>-</b>	<b>0%</b>
Indigenous Employees	-				1		-	
Aboriginal	-	0%	-	0%	-	0%	-	0%
Non-Aboriginal	-	0%	-	0%	1	50%	-	0%
Non-Indigenous Employees	-	0%	1	100%	1	50%	-	0%
Male	-	0%	1	100%	2	100%	-	0%
Female	-	0%	-	0%	-	0%	-	0%

2016-17 Infrastructure Investments

NIL

Schedule of Restatements
--------------------------

## Department

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
<b>OPERATIONS</b>								
Cabinet Support	Transfer of PUB from Dept. of Justice	Public Utilities Board	South Slave	Other O&M	444	444	444	458
<b>Total</b>					<u>\$ 444</u>	<u>\$ 444</u>	<u>\$ 444</u>	<u>\$ 458</u>

Explanation

Public Utilities Board has been transferred to Executive from Justice effective April 1, 2016

<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
--------------	-------------	-------------	-------------	-------------

Explanation

## REVENUES

<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
--------------	-------------	-------------	-------------	-------------

Explanation

<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
--------------	-------------	-------------	-------------	-------------

Explanation



# Annual Business Plan

## 2016-2017

### Finance



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest





## Department of Finance 2016-17 Business Plan

### 1. DEPARTMENTAL OVERVIEW

#### MISSION

The mandate of the Department of Finance is to obtain, manage and control the financial resources required to support the priorities identified by the Legislative Assembly through implementation of Government of the Northwest Territories' (GNWT) policies and programs and ensuring effective, efficient and economical management of financial and information resources.

#### GOALS

The Department of Finance has identified the following six goals that align with the Priorities of the 18th Legislative Assembly, and will be the focus of departmental activity over the term of the business plan:

1. Maintain a fiscal regime that facilitates economic growth while supporting social and environmental goals.
2. Provide the necessary financial information, based on sound fiscal analysis, to support Government policy development and decision making.
3. Oversee the management and protection of the Government's information resources.
4. Ensure that the programs and services delivered by Finance are responsive to client needs by continuing to implement more efficient and effective operational practices.
5. Maintain a financially transparent and accountable Government so that there can be public confidence in the prudence and integrity of Government operations.
6. Ensure that amalgamated financial and employee shared services provides client-centric, value added, efficient, timely and accurate services, with strong internal controls, to internal and external stakeholders. Ensure that these services reflect leading practices in shared service delivery, such as electronic approvals, rather than inefficient and costly paper based approaches.

#### KEY ACTIVITIES SUMMARY

The majority of the Department's responsibilities fall into the following six key areas:

- Deputy Minister's Office
  - Office of the Deputy Minister
  - Secretary of the Financial Management Board
  - Corporate Affairs Division



## Department of Finance 2016-17 Business Plan

- Fiscal Policy
- Bureau of Statistics
- Management Board Secretariat
- Office of the Comptroller General
  - Accounting Services Division
  - Informatics Shared Services
  - Financial and Employee Shared Services
  - Internal Audit Bureau
  - Treasury
- Office of the Chief Information Officer

### OPERATING ENVIRONMENT

As a central agency, Finance's role is multi-faceted: it provides advice and support to other GNWT departments, public agencies and the Financial Management Board (FMB). Finance plays a leadership role in ensuring the Government has the resources to deliver programs, services and infrastructure to Northwest Territories residents. The Department is responsible for ensuring that financial results are reported to the public in a clear and timely manner so that decision makers can be held accountable.

The Department also provides services to the public through departmental operations, through regulation of the insurance industry in the Northwest Territories, managing and regulating liquor distribution and sales, Liquor Enforcement, and administering electricity rates subsidies.

Finance has made several strategic decisions to strengthen the way government services are provided internally and to the public. This work will continue in 2016-17 with: the amalgamation of Financial Shared Services and Employee Services into a new entity ("Financial and Employee Shared Services") which will improve client services and reduce costs; the movement of Treasury functions into the Accounting Services Division to take advantage of economies of scale and accounting expertise; and the integration of the Program Review Office (PRO) into the Management Board Secretariat (MBS) to better integrate the financial and business planning processes.

The Department continues to improve and update the financial legislative and policy framework for the GNWT, most recently with the passage of a new *Financial Administrative Act* (FAA) and a new Fiscal Responsibility Policy. Among other features, the new FAA requires the FMB to establish, in consultation with a Standing Committee of the Legislative Assembly, a Planning and Accountability Framework as the mechanism to establish minimum financial reporting requirements (and to change these requirements based on the reporting wishes of each Legislative Assembly).



## Department of Finance 2016-17 Business Plan

As required by the FAA, Finance will lead the corporate process to prepare an annual Borrowing Plan that includes all existing, outstanding borrowing and the projected borrowing requirements for the GNWT and public agencies. The Borrowing Plan for each fiscal year will be tabled with the Main Estimates.

Activity in 2016-17 includes leveraging the Service Innovation Strategy to meet the 18<sup>th</sup> Legislative Assembly's mandate by improving online access to government programs and services. The Department is leading the upgrade of the GNWT's core financial and procurement system (System for Accountability and Management) and its core human resource system (Human Resource Information System) to protect the Government's investment in these assets by enhancing reliability and maintainability of its Enterprise Resource Planning (ERP) system.

Finance carries out its role within the context of the fiscal reality of the GNWT: the GNWT depends on the Government of Canada for the majority (67%) of its revenues. The Territorial Formula Financing, our main federal transfer, depends largely on provincial-local government spending and NWT population growth rates to determine increases to the transfer.

The GNWT will begin posting deficit budgets by the 2019-20 fiscal year unless it finds approximately \$150 million through a combination of expenditure reductions and revenue measures over the next five years. Even with the partial restoration of Territorial Formula Financing, the GNWT's expenditures are still growing faster than its revenues. The Department of Finance will continue to play a leadership role over the term of the 18<sup>th</sup> Legislative Assembly to ensure the Government achieves its expenditure and revenue goals, and is in a position to continue to provide programs, services and infrastructure to Northwest Territories residents.

### Departmental Risk Profile

The Department's top risks and associated mitigation strategies are:

1. Ensuring the reliability and maintainability of the GNWT's financial, procurement and human resource information systems.

Mitigation strategy: Upgrades are planned for the GNWT's core financial and procurement system called SAM (System for Accountability and Management) and the core human resource system called HRIS (Human Resource Information System).

2. Accuracy and timeliness of revenue forecasting – Ensuring individual revenue forecasts use the latest information and appropriate methodologies and that the multi-year interaction of own-source revenues with the Territorial Formula Financing arrangements are taken into account.

Mitigation strategy: About 67% of total revenues come for Territorial Formula Financing, which adds predictability to the single year forecast and is responsive to changes in other revenue in the medium term forecasts.



## Department of Finance 2016-17 Business Plan

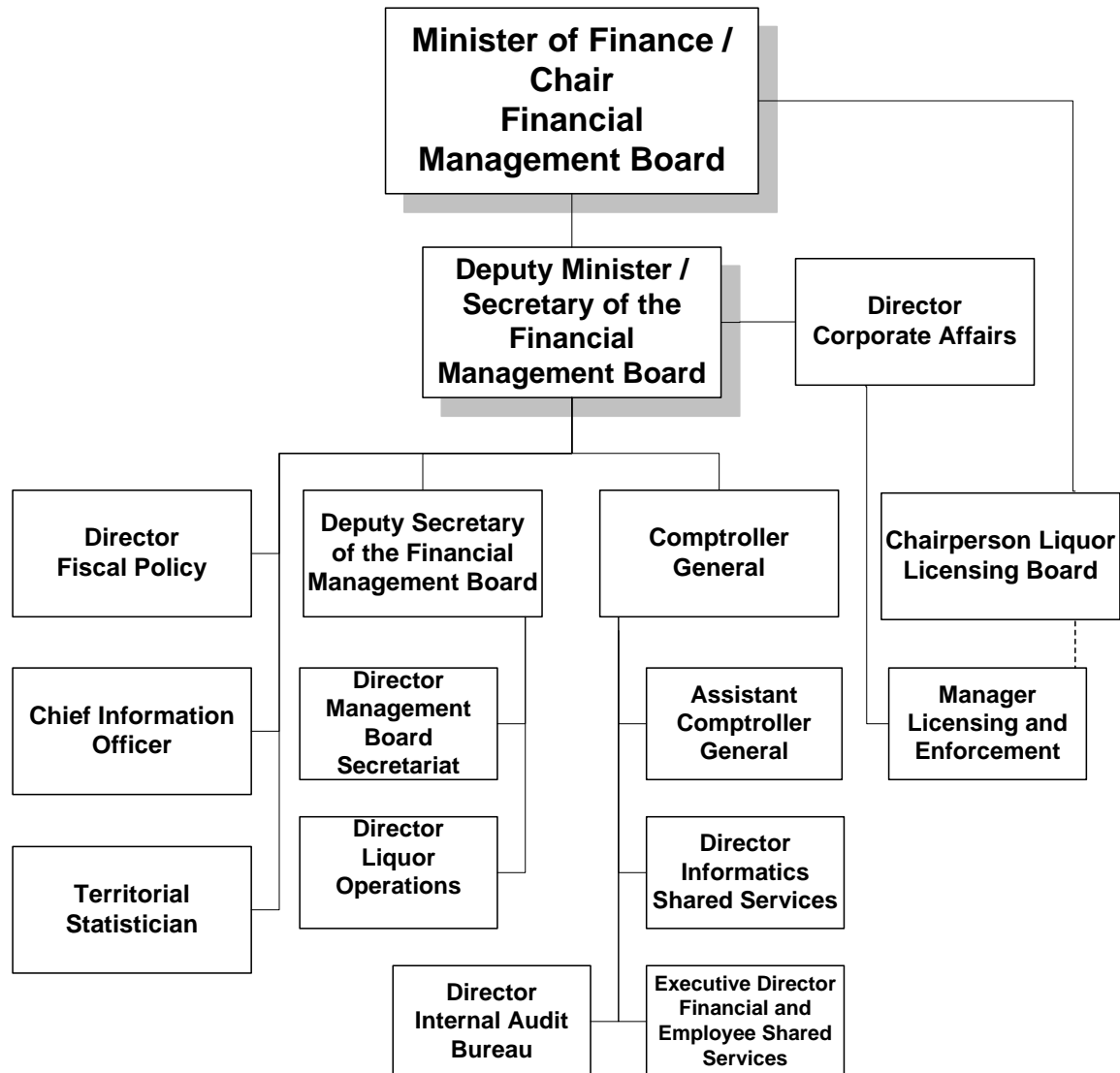
3. Ensuring adequate internal controls are in place to safe-guard cash assets.

Mitigation strategy: The various bank balances that make up the Consolidated Revenue Fund are monitored on a daily basis. This is particularly important when the GNWT is borrowing for short-term needs over an extended period of time as the GNWT is required to stay within its authorized borrowing limits. This has been the case for several fiscal periods and will continue over the medium term unless expenditure growth can be controlled.



## Department of Finance 2016-17 Business Plan

### Departmental Organization Chart





## Department of Finance 2016-17 Business Plan

### 2. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Deputy Minister's Office	92,935	111,194	88,656	112,660
Fiscal Policy	42,278	42,416	42,416	32,860
Bureau of Statistics	1,002	1,069	1,069	1,005
Management Board Secretariat	9,726	9,786	9,786	7,575
Office of the Comptroller General	65,982	66,519	66,498	86,673
Office of the Chief Information Officer	2,413	2,837	2,837	2,364
<b>Total</b>	<b>214,336</b>	<b>233,821</b>	<b>211,262</b>	<b>243,137</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	43,294	45,652	45,624	44,298
Grants and Contributions	137,247	155,477	132,946	145,526
Other	31,480	30,377	30,377	51,136
Amortization	2,315	2,315	2,315	2,177
<b>Total</b>	<b>214,336</b>	<b>233,821</b>	<b>211,262</b>	<b>243,137</b>
<b>Revenues</b>	<b>1,583,584</b>	<b>1,578,665</b>	<b>1,578,665</b>	<b>1,549,056</b>

#### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	172	197
Regional / Area Offices	64	68
Other Communities	-	-
<b>Total</b>	<b>236</b>	<b>265</b>



## Department of Finance 2016-17 Business Plan

### 2. KEY ACTIVITIES

#### Key Activity 1 – Deputy Minister's Office

##### DESCRIPTION

The **Deputy Minister's Office** includes the Office of the Deputy Minister/Secretary to the Financial Management Board and the Corporate Affairs Division.

The duties and responsibilities of the Deputy Minister of Finance/Secretary to the Financial Management Board are described in the *FAA*. In addition, this Division directs support for the Financial Management Board and provides financial and administrative leadership to the GNWT.

The **Corporate Affairs Division** is responsible for: developing and maintaining departmental policies and legislation; coordinating the department's budget management and records programs; providing information management support to the department; providing strategic advice to the senior management team with respect to departmental performance and emerging issues; and coordinating the department's involvement in the self-government and land use planning processes.

##### GOALS

The Deputy Minister's Office goals over the term of the Business Plan are:

##### Legislative Initiatives

- Amendments to the *Tobacco Tax Act* to allow the GNWT to use the Manitoba tobacco tax stamp to prevent contraband tobacco being sold in the NWT. The legislative proposal will also move the point of taxation to an earlier point in the tobacco distribution system for better administration of the tobacco tax and eliminate an existing subsidy currently paid to tax collectors. The legislative proposal is expected to be submitted to Cabinet in April 2016.
- Introduction of a *Chartered Professional Accountants Act* to repeal and replace three existing pieces of legislation: the *Certified General Accountants' Association Act*, *Institute of Chartered Accountants Act*, and the *Society of Management Accountants Act*. This legislation will allow for the unification of the three accounting bodies in the NWT and Nunavut and is similar in scope to legislation being introduced in all provinces and territories. The legislative proposal is anticipated to be complete in May 2016.
- Development of an Act to establish a P3 Crown Corporation to improve and facilitate transparency and accountability with respect to the funding, procurement and operations of GNWT P3 projects. The legislative proposal is expected to be ready for Cabinet in June 2016.





## Department of Finance 2016-17 Business Plan

- Introduction of a *Statistics Act* in the NWT. A legislative proposal is expected to be provided to Cabinet in the fall of 2016. The NWT is the only province/territory without such an act.
- Minor technical amendments to the *Income Tax Act* in response to federal income tax changes. The legislative proposal for these changes is expected to be completed in October 2016.
- Amendments to the *Petroleum Products Tax Act* (PPTA) to simplify administration of the Act by reducing the classes of taxable petroleum and reducing the number of exemptions allowed under the PPTA. These changes are expected to allow for more efficient and effective audits of the taxes being collected and remitted. A legislative proposal is anticipated during the 2017-18 fiscal year, or earlier if possible.

### 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.

#### GOALS

Fiscal Policy's goals over the term of the Business Plan are:

- Support the implementation of the GNWT's fiscal strategy through prudent and reliable economic and revenue forecasting to ensure long term fiscal sustainability and compliance with the Fiscal Responsibility Policy.
- Work with federal, provincial and territorial governments over the next four years on the renewal of major federal transfers (Territorial Formula Financing, Canada Health Transfer, Canada Social Transfer, and Equalization) in 2019-20. The focus in 2016-17 and 2017-18 will be on expenditure needs; by 2018-19 the focus will shift to evaluating the legislative changes necessary to the programs to accommodate the changes proposed for the renewal.

This goal supports the efforts of our government to advance the Federal Engagement Strategy.

- Work collaboratively to promote federal investment in reducing the cost-of-living for Northerners, including support for the federal government to index the Northern Residents Deduction to inflation.





## Department of Finance 2016-17 Business Plan

- On an ongoing basis, review revenue-raising options that strike the appropriate balance between revenue needs, economic growth, environmental sustainability and providing incentives for individuals to live and work in the NWT (population growth). The focus in 2016-17 will be on evaluating reducing taxes on small business, including exploration of options to decrease the small business tax rate.
- Review the *Northwest Territories Heritage Fund Act* with a view to presenting a discussion paper on options for stronger public governance and recommendations for Heritage Fund contributions during the term of the 18th Legislative Assembly.
- Negotiate renewal of the *Reciprocal Taxation Agreement* prior to the December 31, 2016 expiry.
- Finance, Industry Tourism and Investment, Education Culture and Employment and Human Resources will work collaboratively in 2016-17 towards developing and implementing a strategy to increase employment in small communities.

### DEPARTMENTAL HIGHLIGHTS

Fiscal Policy managed the completion of a new customized input-output model of the NWT economy in March 2016 for use by GNWT departments to assess the costs and benefits of potential infrastructure investments intended to reduce the cost of living and/or grow the NWT economy. The standard Input-Output model traces expenditures through the different sectors of the economy as inputs are purchased from other industries and outputs are sold and quantifies the effect of each transaction on employment, incomes and Gross Domestic Product (economic effects).

The new customized NWT input-output model measures economic, social and environmental effects by region. This work was initiated under the direction of the previous Employment and Economic Development Ministers' Committee of Cabinet and included the Departments of Finance; Industry, Tourism and Investment; Education, Culture and Employment; Transportation; and Public Works and Services.

Consistent with the Northwest Territories Intergovernmental Resource Revenue Sharing Agreement, Fiscal Policy ensures that resource revenue sharing with Aboriginal signatories to the Devolution Agreement is accomplished in a transparent and timely manner.

### Cross-Departmental Initiatives (CDIs)

Fiscal Policy supports the GNWT's strategic investment decisions by working with other departments on an ongoing basis to analyze expected outcomes of potential investments based on evidence of economic effects. This helps ensure that government expenditures for economic and infrastructure initiatives are transparent and accountable, including:

- Continuing as the lead support for the use, application, and further development of the customized NWT input-output model as a standard part of the economic evaluation toolkit used to guide GNWT economic investment decisions; and



## Department of Finance 2016-17 Business Plan

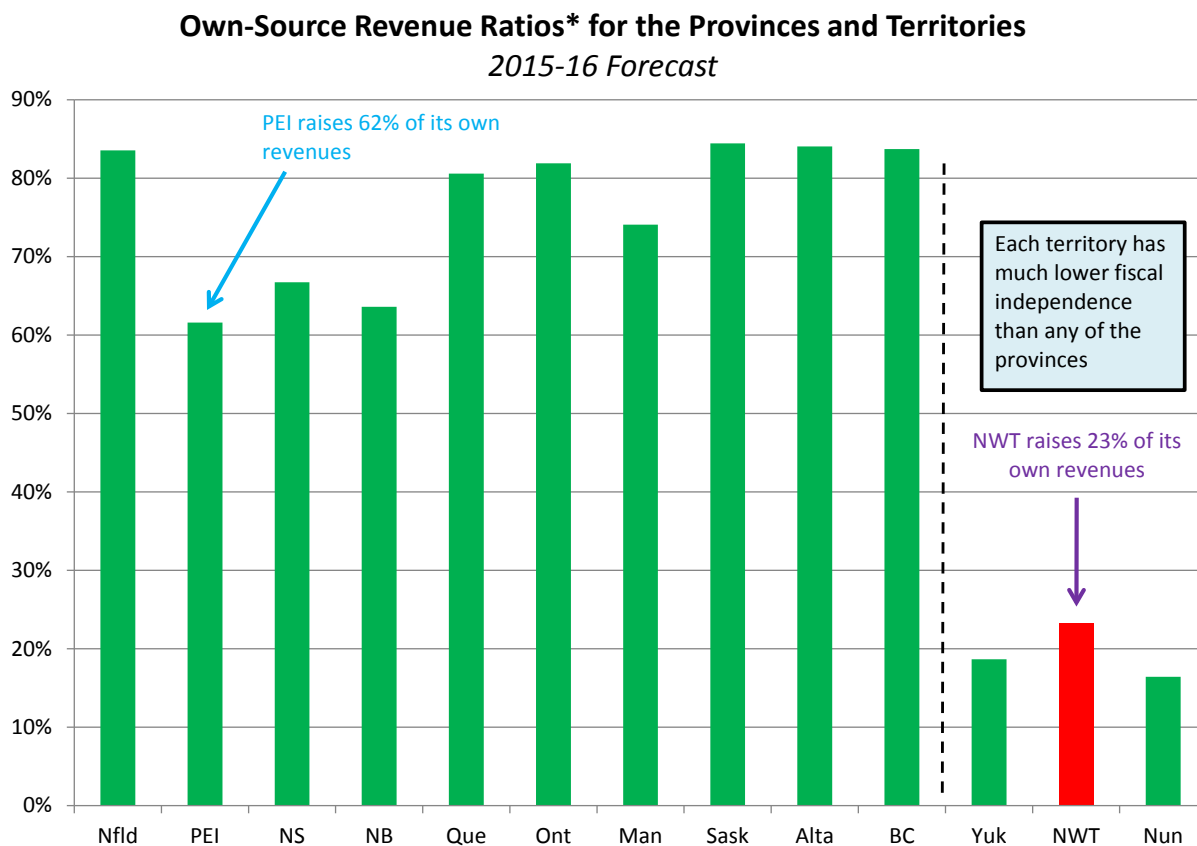
- In 2016-17, work with an interdepartmental committee to develop a standardized benefit-cost analysis tool to document economic values of investment initiatives.

Other CDI activities includes supporting the implementation of a strategy to mitigate and adapt to climate change in collaboration with other governments and organizations (e.g. carbon pricing) and monitoring economic strategies for their ability to grow and diversify the NWT economy.

### PERFORMANCE MEASURES

#### Outcome – Fiscal independence by reducing the reliance on federal transfers

Measure: Compared to the provinces, the GNWT has a low degree of fiscal independence as measured by the percentage of own-source revenues to total revenues; a measure of dependence on federal transfers.



\* "OSR Ratio" is, for a given jurisdiction, the ratio of own-source revenues to total revenues for 2015-16, based on budget figures

#### Outcome – Conducting and tabling results of public budget consultations

Measure: The results of the public budget engagement process (which concludes May 20, 2016) will be tabled in the Legislative Assembly.



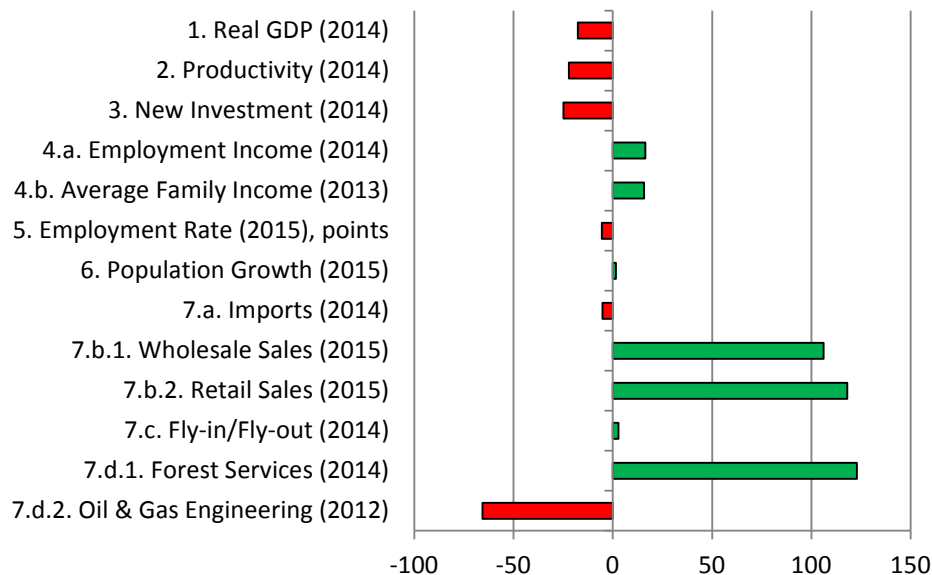
## Department of Finance 2016-17 Business Plan

### Outcome – An effective Macroeconomic Policy Framework used consistently across departments to provide evidence-based analysis for economic investment decision-making

Measure: The GNWTs' Macroeconomic Policy Framework includes economic performance indicators that monitor the health of the economy over time by comparing indicators to a baseline average value from 2005 to 2007. These indicators can provide an indication of the effectiveness of the GNWT's investments to grow and diversify the economy.

Seven of the thirteen indicators have moved in a positive direction, but the key drivers of increased GDP, productivity and new investment, are in negative territory and continue to hold back growth in real GDP. Although there are some indications that the mining industry may make increased capital investments in the medium term, this still needs to be confirmed.

#### *Macroeconomic Indicators of Progress, per cent change from the base year to the most recent year*



Source: Statistics Canada data as of March 15, 2016



## Department of Finance 2016-17 Business Plan

### Key Activity 3 – Bureau of Statistics

#### DESCRIPTION

As the central statistics agency, the Bureau of Statistics ensures the Government of Northwest Territories (GNWT) has appropriate statistical information and provides statistical advice, analysis, and assistance to Departments, regional offices, and central agencies.

#### GOALS

The Bureau of Statistics' goals over the term of the Business Plan are to:

- Provide statistical information, advice and analysis;
- Deliver timely and accurate economic and social indicators; and
- Respond to emerging and evolving needs of data users through the Bureau's website.

#### DEPARTMENTAL HIGHLIGHTS

##### 2016 Census

In the summer of 2015, in preparation for the census, the Bureau completed a full dwelling listing for all communities in the NWT. The objective of the dwelling listing is to list every residence in the Northwest Territories and update community maps.

The information from the 2015 dwelling listing was submitted to Statistics Canada to assist with their census operations. Staff from the NWT Bureau of Statistics also will be in most communities during the census collection period in 2016 to monitor the number of dwellings Statistics Canada finds during enumeration. These initiatives are in place to ensure Statistics Canada receives high quality data accurately reflecting Northern communities.

##### 2015 Community Price Survey

From June to August 2015, the NWT Bureau of Statistics undertook a survey to compare prices in every community in the Northwest Territories. Food items are the primary focus of this survey, although price information for other household goods is also collected. The survey was used to update the NWT food price index which was previously updated in 2012. Similar to previous surveys, food costs in small isolated communities tend to be higher compared to Yellowknife.



## Department of Finance 2016-17 Business Plan

### Quarterly Price Survey

For a number of years, the NWT Bureau of Statistics has been conducting price surveys in communities on a quarterly basis. The NWT Bureau of Statistics surveys stores in Yellowknife, Behchokò, Norman Wells, Fort Smith, Hay River, Fort Simpson, Inuvik and Tuktoyaktuk.

The quarterly price survey provides valuable information on the differential cost of food and other items in those communities which can be compared across both communities and time.

### Occupational Demand Model

The Bureau of Statistics develops projections of future labour demand and supply using the NWT Occupational Demand Model. The Model has been developed to understand future outlook for occupations to assist in policy, educational and career decisions. Recently, the model was expanded to project regional labour demand and supply by occupation for the Northwest Territories.

### Anti-Poverty Initiatives

The Bureau will continue to expand on the range of statistical data related to poverty including the development of a Northern Market Basket Measure (NMBM). The Bureau has published the NMBM for Yellowknife for reference year 2012. The basket of goods and services used for the calculation was based on a feasibility study completed by Employment and Social Development Canada (ESDC) in conjunction with Statistics Canada and representatives from the three territorial governments. Beginning in 2016-17, the Bureau plans to produce the NMBM for Yellowknife annually, as well as extending the calculation to other NWT communities.

### Cross-Departmental Initiatives (CDIs)

- 2015 Student Financial Assistance Client Satisfaction Survey/ 2015 Survey of Student Loans Clients.

In February 2015, the NWT Bureau of Statistics conducted two surveys with current and previous recipients of Student Financial Assistance (SFA). The questionnaires were designed by the NWT Bureau of Statistics in conjunction with the Department of Education, Culture and Employment. The objectives of the surveys were to measure the level of client satisfaction, to help identify areas of success and areas for improvement, and to gain an understanding into factors influencing students' decisions to remain in the NWT or live elsewhere upon completion of their post-secondary studies.



## Department of Finance 2016-17 Business Plan

- 2015 Survey on the Demand for Environmental Monitoring Activities

On behalf of Environment Canada and the Department of Environment and Natural Resources, the NWT Bureau of Statistics conducted a survey of organizations involved with environmental monitoring. The objective of the survey was to examine the nature of environmental monitoring work conducted in the NWT, the types of skills required for these activities and the anticipated demand in the future.

- Minimum Wage Committee

The Bureau of Statistics continues to provide statistical advice and expertise to the Minimum Wage Committee, established by the Department of Education, Culture and Employment.

### PERFORMANCE MEASURES

#### Outcome – relevant statistical information

Timely and accurate statistics are key tools for the GNWT and other organizations in making informed decisions.

- In 2015-16, 33 analytical products were proactively distributed throughout the GNWT on the day data was released nationally. These include releases for the consumer price index, labour force activity and quarterly population estimates.
- The Bureau of Statistics continues to support the data needs of departments and Aboriginal governments by collecting raw data from surveys; and compiling data from administrative records.
- During 2015-16, the Bureau of Statistics was an active participant in the Council for Statistical Policy, Federal-Provincial-Territorial (FPT) Committees and its subcommittees. The Bureau sat on a number of program committees and volunteered to participate in FPT working groups.

#### Key Activity 4 – Management Board Secretariat

##### DESCRIPTION

The **Office of the Deputy Secretary of the Financial Management Board** oversees the management of the functions in the Activity, including the GNWT Public Private Partnership Policy and Management Framework.

The **Management Board Secretariat** supports the operations of the FMB, and is also responsible for the GNWT's budget, planning and reporting cycle.





## Department of Finance 2016-17 Business Plan

### GOALS

Management Board Secretariats' (MBS) goals over the term of the business plan are:

- Support the Mandate of the Government and the advancement of its priorities by ensuring the GNWT Fiscal Strategy is based on strong fiscal management and administration of Government operations. This requires commitment to fiscally responsible program spending and affordable debt management to achieve fiscal sustainability over the long term.

It means a Fiscal Strategy that ensures the Government complies with the Fiscal Responsibility Policy in order for it to have the financial capacity necessary to make investments to grow the economy, while continuing to support the delivery of programs and services.

- As required by the *FAA*, MBS will also prepare an annual Borrowing Plan that will include all the existing outstanding borrowing and projected borrowing requirements for the GNWT and public agencies. The Borrowing Plan for each fiscal year will be tabled with the Main Estimates.
- MBS will continue to promote the P3 Policy as a viable financing option that allows for key strategic infrastructure investments to support economic growth and diversifying the economy.
- MBS will continue integration of PRO and MBS functions through the following activities:
  - Review of programs and services to clarify and confirm mandates, determine program effectiveness, and report on results with a view to recommending modifications or improvements;
  - Work with departments to assist in program review, evaluation, and performance monitoring through direct support and advice;
  - Provide training to build evaluation capacity in the GNWT; and
  - Integrate business planning and risk management into overall government planning and reporting processes.

### DEPARTMENTAL HIGHLIGHTS

#### Mackenzie Valley Fibre Optic Link (MVFL)

There has been significant work done on the MVFL and, consistent with the mandate of the 18th Legislative Assembly, activity over the term of the business plan will focus on completing the MVFL to help modernize the economy and enable growth in all economic sectors.



## Department of Finance 2016-17 Business Plan

### **Fiscal Responsibility Policy (FRP)**

The FRP was recently approved by the Executive Council as a formal GNWT policy. The FRP provisions were updated to provide the fiscal capacity for the GNWT to make investments required to support the Mandate of the Executive Council without compromising long-term fiscal sustainability. The FRP ensures the GNWT realizes sufficient operating surpluses to finance annual infrastructure investments and meet debt servicing payments on any amounts borrowed. The FRP also establishes provisions and performance measures for responsible debt management.

The GNWT's implementation of fiscal strategies that comply with the FRP is a critical factor in maintaining the Government's Aa1 (stable) credit rating, which allows it to keep borrowing costs affordable.

### **Public Private Partnerships (P3)**

The Department will finalize business case assessments on opportunities that could be advanced under P3 arrangements for key transportation infrastructure and other public infrastructure that will be required for future program needs and pressures. Business case assessments in 2015-16 focused on the MVFL and the Stanton Territorial Hospital Project.

### **Enterprise Risk Management (ERM) Framework**

The Department leads efforts to strengthen the GNWT culture of ERM by providing guidance through a cross departmental working group. ERM is incorporated into the 2016-17 business planning process and will continue to be integrated into future GNWT planning processes.

### **Management Board Secretariat and the Program Review Office**

Effective 2016-17, MBS will include the areas of business currently undertaken by the PRO. PRO was originally created in 2008 as a stand-alone division in the Department of Executive, and was transferred to the Department of Finance effective April 1, 2014 to better integrate the financial and business planning processes.

### **Planning and Accountability Framework (PAF)**

The revised FAA, in force effective April 1, 2016, requires the development of a PAF applicable to GNWT departments and public agencies. In consultation with Standing Committee, FMB approved the PAF which is effective April 1, 2016. The PAF sets out the minimum planning and accountability requirements for GNWT public entities in accordance with the relevant provisions of the revised FAA. Additional reporting may be required in the enabling legislation of a public agency.

## **PERFORMANCE MEASURES**

### **Outcome – Disciplined Government Spending**

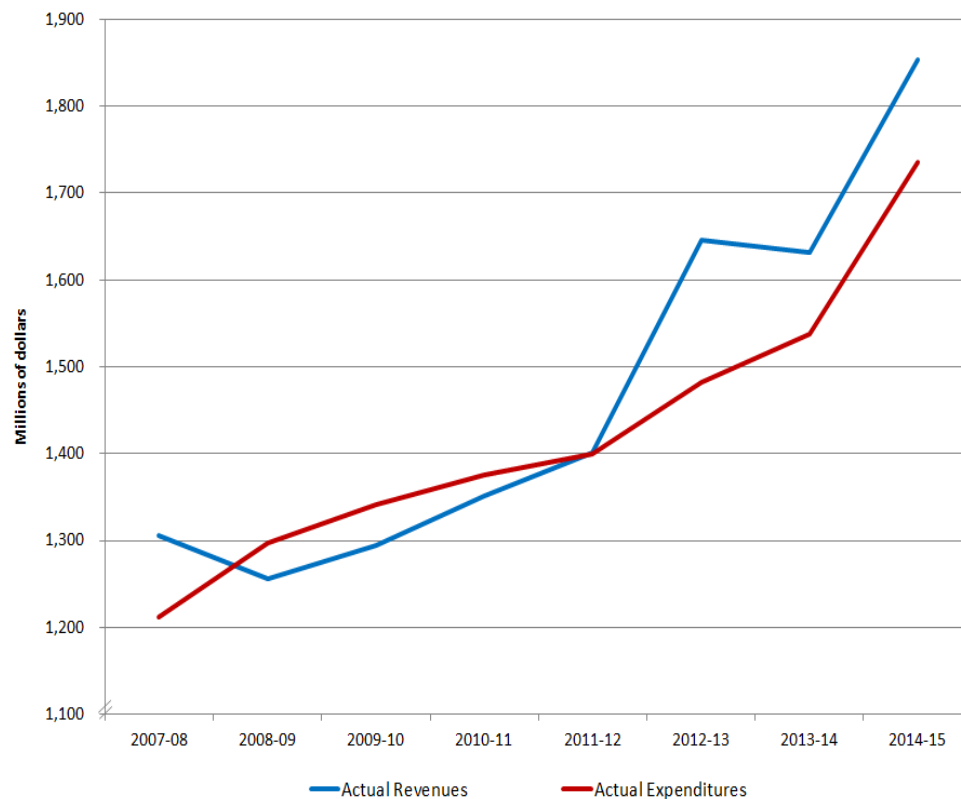
It is important that the GNWT take measures to ensure the long term sustainability of government finances. A key measure in doing so is taking action to ensure expenditure growth does not exceed revenue growth.





## Department of Finance 2016-17 Business Plan

Measure: Revenue and operating expenditures



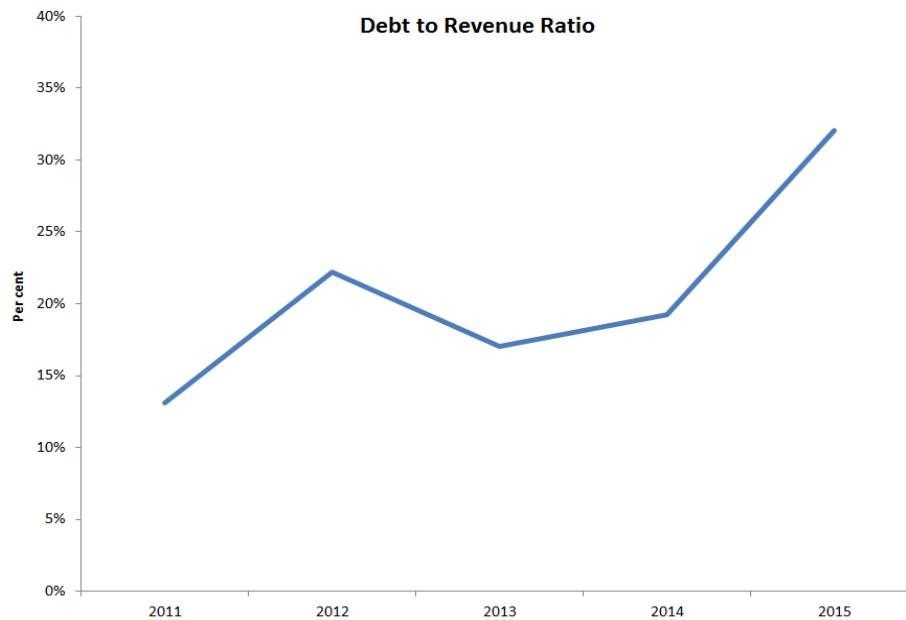
### Outcome – Compliance with the provisions of the Fiscal Responsibility Policy

The FRP stipulates that the GNWT will fund at least 50% of infrastructure investment from operating surpluses and that non-consolidated debt servicing payments shall not exceed 5% of total non-consolidated annual revenues. A number of performance measures are used with specific metrics to ensure the affordability of GNWT borrowing.

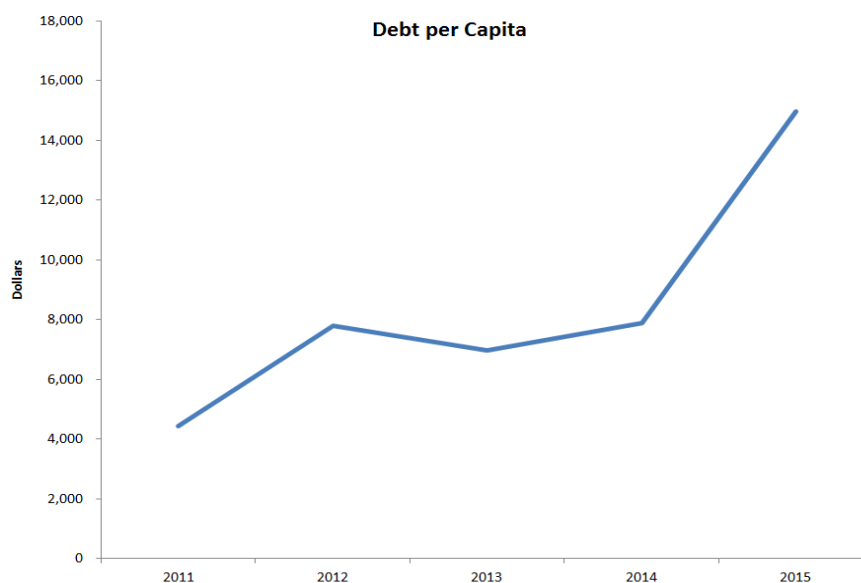


## Department of Finance 2016-17 Business Plan

**Measure: Debt to Revenue Ratio** – A measure of the change in debt in proportion to changes in revenue. A decreasing ratio is a positive indicator that the rate of increase in revenue exceeds the rate of increase in debt.



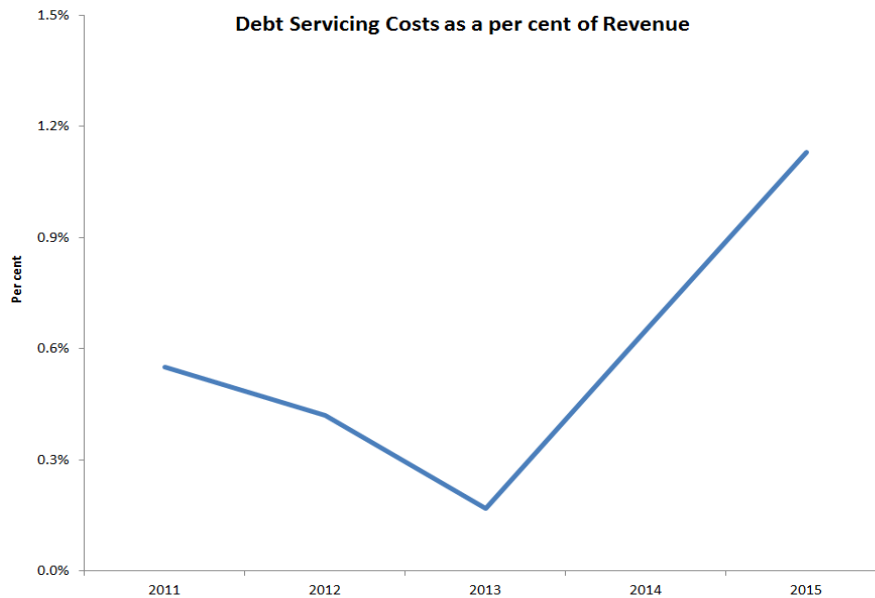
**Measure: Debt per Capita Ratio** – A measure of the debt burden on a per resident basis. A decreasing ratio is a positive indicator of a decreasing debt burden.



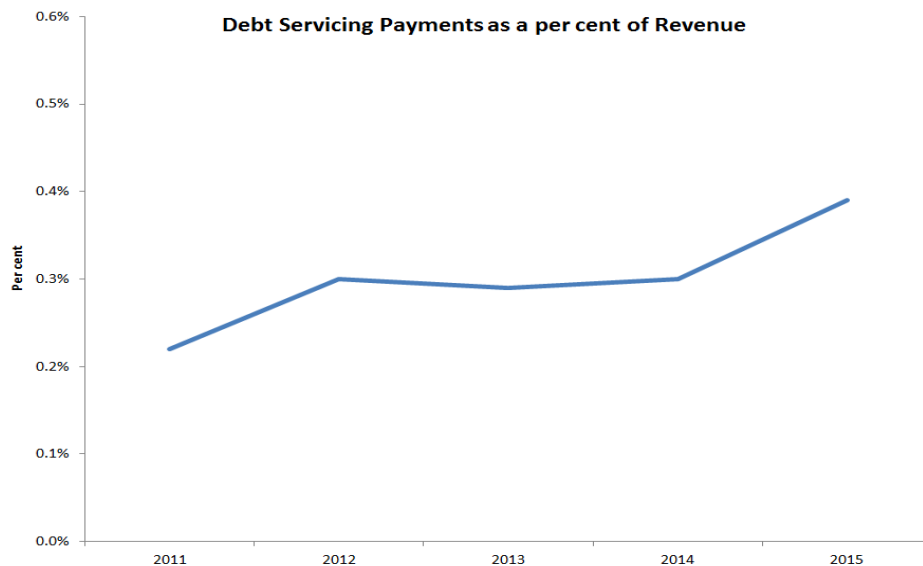


## Department of Finance 2016-17 Business Plan

Measure: Debt Servicing Costs as a per cent of Revenue – A measure of the extent to which revenues are being applied to interest charges rather than to programs and services or tax reduction. A decreasing ratio can indicate an increased ability to borrow.



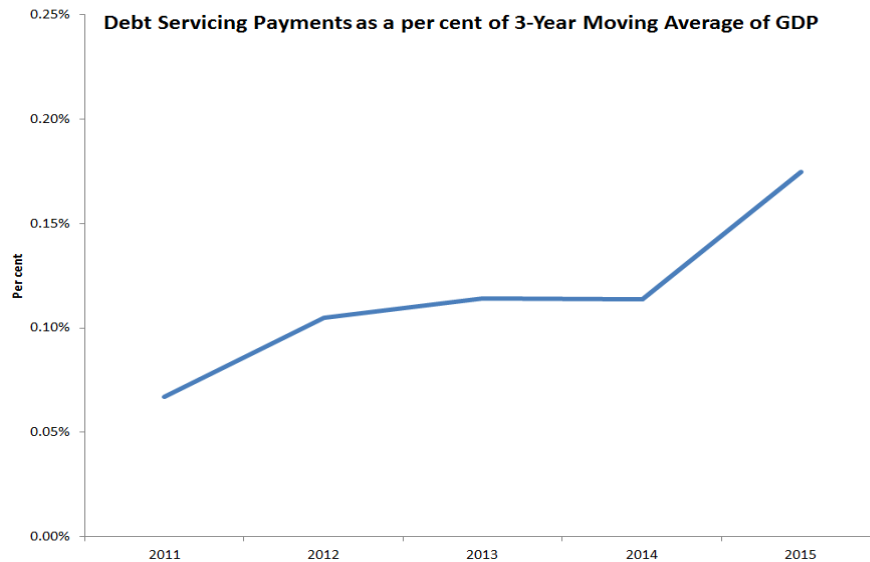
Measure: Debt Servicing Payments as a per cent of Revenue – A measure of the extent to which revenues are being applied to debt servicing payments rather than to programs and services or tax reduction. A decreasing ration can indicate an increased ability to borrow.



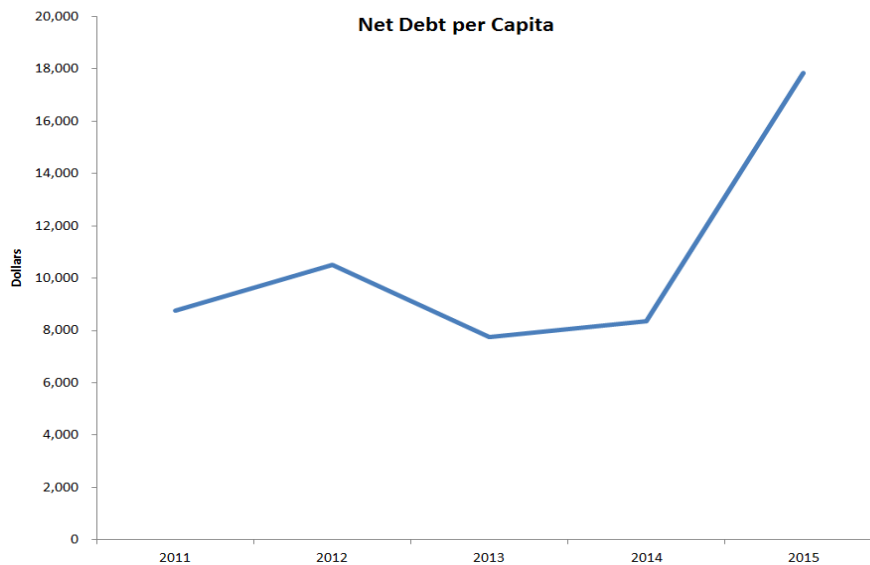


## Department of Finance 2016-17 Business Plan

Measure: Debt Servicing Payments as a per cent of 3-year moving GDP average – A measure of debt growth in relation to economic growth. A decreasing ratio reflects a consistent improvement in financial position.



Measure: Net Debt per Capita Ratio – A measure of the ability to finance activities and meet obligations on a per resident basis.

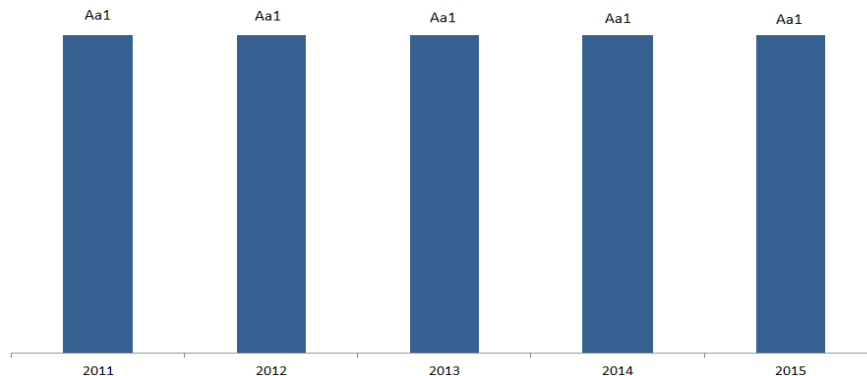




## Department of Finance 2016-17 Business Plan

**Measure: Credit Rating** – A measure of sound fiscal policies, adherence to these policies and current and future debt burden. A strong credit rating allows the GNWT to secure debt at more affordable rates. For example, the Stanton Territorial Hospital Project was able to leverage the GNWT's current credit rating to secure a lower interest rate, which resulted in interest cost savings of about \$10 million over the term of the project. A significant deterioration in the credit rating will increase the cost of borrowing for the GNWT which will adversely affect program and services budgets.

**NWT Credit Rating by Moody's**



### **Outcome – Program and Services that are reviewed, evaluated or audited**

**Measure: Program Review Projects** - The effective and efficient delivery of government programs is supported by the review of programs and services by PRO.

Fiscal Year	Review Projects Completed*	Review Projects ongoing
2014/15 and 2015-16	5	2

\*The way PRO reports on the number of reviews completed has changed since the 2015-16 Business Plan. PRO now reports only on the review and evaluation project completed by the Office; previously the measure reported on review and evaluation projects completed by all GNWT departments.



## Department of Finance 2016-17 Business Plan

The number of reviews and evaluations to be conducted in 2016-17 is not yet known, and is dependent on the finalization of a work planning process that is currently underway. A final multi-year work plan is anticipated by Fall 2016.

### **Outcome: Capacity Building within the GNWT**

The Department helps to build capacity in evaluation, performance measurement and program design within the GNWT through advice, support, mentorship and training of employees.

In the 2014-15 reporting period PRO expanded the scope of training opportunities. Training is now being offered in three streams:

- In-Service Training to employees - short 1-4 day training sessions
- Management Series Training in Program Evaluation – 1 day training sessions designed and delivered by PRO to participants of the Management Series program (administered by the Department of Human Resources). The evaluation training is a mandatory component of this program.
- Graduate Level Training – PRO negotiated and facilitates a unique Graduate level program offered jointly by the University of Victoria (UVIC) and Carleton University. This program was tailored specifically to the GNWT context.

Training	Number of Sessions Delivered	Number of Participants	Training Session Title
In-Service Training	4	71	<ul style="list-style-type: none"><li>• Performance Measurement</li><li>• Program Design</li><li>• Advanced Evaluation Frameworks</li><li>• Logic Models</li></ul>
Management Series	6	85	Program Evaluation
Graduate Level	2	22	Post Graduate Certificate in Evaluation (UVIC)
Total	12	178	

During 2014-15 a Standing Offer Agreement (SOA) for training in evaluation-related specialty areas was established. This SOA has retained 5 vendors offering sessions in 10 specialty areas, with 60 training workshops to choose from. An increased number of workshops will be delivered in 2016-17. PRO's capacity building efforts continue to grow. The next reporting period will include data on lunch hour brown bag sessions from expertise in the field.



## Department of Finance 2016-17 Business Plan

### Key Activity 5 – Office of the Comptroller General

#### DESCRIPTION

**The Office of the Comptroller General (OCG)** is responsible for the control and administration of the Consolidated Revenue Fund which involves: the receipt and payment of public money; accounting policies; the financial records of the Government of the Northwest Territories (GNWT); reporting responsibilities; financial analysis, advice and interpretation; internal auditing; treasury functions; financial and employee shared services; informatics shared services; insurance; and any related matters.

The **Accounting Services Division** is responsible for the development of corporate accounting procedures and policies, administration and integrity of the government's financial information systems, 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 Division is also responsible for Treasury functions including licensing and regulating insurance companies, agents, brokers and adjusters operating in the NWT, administering legislated tax programs, administering the GNWTs' insurance and self-insurance programs, and the GNWT Heritage Fund.

The **Informatics Shared Services Division** implements, maintains, and supports existing and new functionality within the GNWT's ERP solution. GNWT's ERP is based on Oracle's PeopleSoft line of products and is comprised of SAM and HRIS.

The **Financial and Employee Shared Services (FESS) Division** provides financial transaction processing services to all GNWT departments and the Northwest Territories Housing Corporation as outlined in a Service Partnership Agreement with clients. FESS also provides compensation and benefits management and related Helpdesk services to all public servants in the GNWT. FESS ensures compliance with all federal and territorial financial legislation, regulations, policies and agreements. The Division has service centres in Yellowknife, Inuvik, Norman Wells, Hay River, Fort Smith and Fort Simpson.

The **Internal Audit Bureau (IAB)** provides an independent, objective, internal audit 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.

#### GOALS

The OCG's goals over the term of the Business Plan are:

- Successfully implement the new *FAA* and supporting Financial Administration Manual (FAM) as the basis for sound stewardship, accountability and transparency of public funds.



## Department of Finance 2016-17 Business Plan

- Modernize the GNWT's treasury functions to achieve the provision of more timely and reliable information related to the cash/borrowing position, as well as improve cash forecasting to minimize unnecessary borrowing.
- Successfully implement the GNWT's multi-year ERP plan which includes upgrades to SAM and HRIS and migrating the Health and Social Services Authorities onto SAM. This will provide the automated tools to foster modern management, which in turn permits efficient and effective services to internal and external stakeholders.
- Amalgamate financial and employee services into a client-centric, value added, efficient, timely and accurate organization with strong internal controls. FESS will incorporate leading practices in shared service delivery, such as electronic approvals rather than inefficient and costly paper-based approaches.

### DEPARTMENTAL HIGHLIGHTS

#### Merging of Treasury functions into Accounting Services

Treasury functions are being merged into the Accounting Services Division to take advantage of economies of scale and accounting expertise, as many of the duties are consistent with those generally found under the Office of the Comptroller General. The merger also includes leveraging the services offered by Financial Shared Services (being renamed Financial and Employee Shared Services) and external collection agencies. Transferring responsibilities include licensing and regulating insurance companies, agents, brokers and adjusters operating in the Northwest Territories; administering legislated tax programs; administering the GNWT's insurance and self-insurance programs; and the GNWT Heritage Fund.

#### Modernization of the Financial Administration Act (FAA)

Through Bill 37, the 17th Legislative Assembly approved the modernization of the FAA to establish a framework for improved accountability, transparency and fiscal responsibility in respect of public money and other money administered by Government and public agencies.

The new FAA came into force April 1, 2016. The last major update to the FAA was in 1987.

The new FAA necessitated a corresponding update to the FAM for April 1, 2016. As a result, existing FAM policies were reviewed to assess the need for policy revisions to comply with the new FAA. This presented both a requirement and an opportunity to modernize the FAM to reflect the GNWT's current operating environment as well as incorporate best practices.

The scope of the FAM update project is as follows:

- Consequential updates to policies to align with the new FAA;
- Reformat the FAM to be policy based;





## Department of Finance 2016-17 Business Plan

- Reformat sections that apply to the broader Government Reporting Entity (consisting of all entities that are included in the GNWT's Consolidated Public Accounts – GNWT Departments, public agencies and other reporting bodies); and
- Information sessions to support transition to the updated FAM.

In terms of timing, the FAM update project is segregated into three phases:

1. High priority FAM policies required for April 1, 2016 – existing policies that required amendments due to implementation of the FAA, the new Fiscal Responsibility Policy or the Planning and Accountability Framework.
2. Updated FAM policies relating to Treasury functions – these policies are scheduled for completion in June 2016 to correspond with the implementation of the Treasury suite of modules in SAM. The implementation of these modules may result in changes to business practices that cause some policies to be redundant, need amendments, or additional policies to be developed.
3. The remaining FAM policies will be submitted for FMB's consideration by the end of November 2016. These are policies that did not require amendment effective April 1, 2016 due to the implementation of the new FAA; therefore, they were not as high a priority as the policies being proposed in phase 1.

The guiding principles for the revisions to the FAA are also being used in the FAM update project, as follows:

- Amendments should establish a broad framework for accountability, transparency, and control;
- Amendments should provide sufficient flexibility to promote the adoption of ongoing improvements to planning, reporting and other business practices;
- Amendments should reflect the current business practices of the GNWT where it is deemed that those practices are appropriate and consistent with good business practice;
- A framework of accountability and transparency should not only address Government departments, but also Crown Corporations, boards and agencies, and other organizations utilizing Government resources in the delivery of programs and services on behalf of the Government;
- Amendments should reflect the best practices adopted by other jurisdictions where their application to GNWT operations is deemed practical and reasonable; and
- Terminology used must be consistent with current standards and business practices and provide for consistent interpretation.



## Department of Finance 2016-17 Business Plan

### Financial and Employee Shared Services (FESS)

Financial Shared Services (FSS) and Employee Services (ES) are being amalgamated into a single shared service, FESS, in order to leverage skillsets within FSS (accounting, modern management, change management, etc.), as well as taking advantage of economies of scale and scope across the territories to improve client services and reduce costs.

There is a trend in Shared Services to deliver multiple back office processing functions within a single shared service delivery model (i.e. Financial, Procurement, Human Resources, Information Technology). The amalgamated FESS allows the GNWT to leverage existing synergies between similar roles and ensure a more consistent and cost effective service, with significantly improved client service outcomes (e.g., processing Records of Employment within the five working days as legislated by the Employment Insurance Act). Specifically, the amalgamated FESS will better leverage automated workflows, GNWT's financial and HR systems, and accounting expertise. In addition, technology enables capitalizing on the capacity of the regional centres for a more streamlined, efficient, and cost effective service leading to client satisfaction.

The amalgamated FESS organization provides a clear path for all FESS employees, especially in the regional centres, by providing leadership and structure; and by facilitating employee career planning and succession planning, which leads to overall employee retention and job satisfaction.

ES is undergoing a complete re-engineering of business processes to improve services to clients and develop a streamlined and consistent approach to payroll and benefits administration while ensuring compliance with all Federal and Territorial legislation, regulations, policies and agreements. The amalgamated FESS will include the development of new Service Partnership Agreements with stakeholders. This work will be completed by the end of 2016-2017 fiscal year.

### Upgrade of GNWT's Financial, Procurement and Human Resource Systems

In order to protect the Government's \$42 million investment and ensure the reliability and maintainability of its Enterprise Resource Planning (ERP) system, the Department will upgrade the GNWT's core financial and procurement system called System for Accountability and Management (SAM) and the GNWT's core human resource system called Human Resource Information System (HRIS). To date, the GNWT's \$42 million ERP investment is comprised of \$19.5 million (1998 to 2016) for HRIS and \$22.5 million (2009 to 2016) for SAM.

SAM, which issues GNWT payments to vendors, collects customer payments owed to the GNWT, and creates GNWT procurement contracts, is currently out of vendor support (June 2015). HRIS, which is the GNWT's payroll, employee recruitment, and employee management system, will be out of vendor support in January 2018. Once vendor support expires, the GNWT will no longer have access to bug fixes, maintenance patches and important payroll and tax updates from the vendor (Oracle).



## Department of Finance 2016-17 Business Plan

An upgrade to these systems, which are crucial to GNWT operations, will ensure continued vendor support from Oracle until December 2024. In addition to continued support, an upgrade to SAM and HRIS will offer electronic approvals for accounts payable and procurement while integrating with the GNWT's core document management system, Digital Integrated Information Management Systems (DIIMS). This will enable the GNWT to gain further efficiencies when leveraging shared services such as Financial and Employee Shared Services. GNWT users will also benefit from an improved, simple to use, intuitive interface; embedded help; powerful search; mobile support; and, enhanced reporting capabilities.

The Department prepared a business case in March 2015 in which options were evaluated and costed in consultation with IBM Canada Ltd., Oracle and internal GNWT staff. The recommended option, which is to perform a functional upgrade of SAM and HRIS to PeopleSoft 9.2, has a reliable cost estimate of \$8.5 million (\$2.15 million capital and \$6.35 million O&M) over fiscal years 2016-17 and 2017-18.

Through the options analysis, it was determined that not upgrading and remaining status quo would be more costly than the recommended option given the significant increase in yearly support costs, which is expected when supporting a system that no longer has vendor support. Deferring the upgrade would result in escalated costs for implementing SAM and HRIS version 9.2, e.g. a three year deferral plan for a technical only upgrade incurs three years of sustainment and support costs to maintain the "as is" environment resulting in a total investment that will exceed \$8.5 million by approximately 25%.

The 2016-17 capital expenditure amount for this project, \$0.825 million, was approved by the 17th Legislative Assembly in October 2015. The \$1.24 million in O&M expenditure in 2016-17 is pending approval from the 18th Legislative Assembly in May/June 2016. The remaining funding will be sought in the appropriate funding cycles for the 2017-18 fiscal year (\$1.325 million in capital and \$5.11 million in O&M). Pending O&M funding approval for 2016-17, the project will start in November 2016 and go live in February 2018.

### **SAM Treasury (Cash Management)**

The SAM Treasury (Cash Management) Project will replace the legacy system called TMIS (Treasury Management Information System) with an integrated solution with the GNWT's core financial system (SAM). This will improve the processes related to the management of portfolio investments, forecasting cash requirements; cash reserve handling and bank interactions for the GNWT and the NWT Housing Corporation. The project started in October 2015 and will be completed in May 2016.

Benefits of this project include the ability to provide more timely and reliable information related to the cash/borrowing position as well as improvements to cash forecasting to minimize unnecessary borrowing.



## Department of Finance 2016-17 Business Plan

### BIP Registry Replacement

The current Business Incentive Policy (BIP) Registry is at end of life and poses an operational risk given the availability requirement of the BIP Registry for northern businesses. The BIP Registry Replacement Project will implement a BIP Registry system that will be integrated with the GNWT's core financial and procurement system (SAM) and linked to an external facing BIP Registry website hosted and maintained by the Department of Industry, Tourism and Investment. The project will start in April 2016 and be completed in September 2016.

Benefits of this project include integration with the GNWT eProcurement system and business processes, data collection of BIP information, all stored in SAM and fully supported internally.

### Migration of Health and Social Services Authorities onto SAM

The Department of Health and Social Services provides over \$280 million (2015-16) to the Health and Social Services Authorities (HSSAs), which represents a substantial portion of the operating budget of the entire Government. At present, these funds are managed by eight HSSAs within the NWT, each using a different financial information system. With the establishment of the new Territorial Health and Social Services Authority (THSSA) in 2016-17, replacing six of the existing 8 authorities, the majority of these funds will be provided by the Department to the THSSA and will be managed and reported on by the THSSA. It would be advantageous to have this done in one central financial information system, one option of which is SAM.

A business case to determine the direction the THSSA's financial information system will take is being developed and will be finalized in August 2016. A number of financial system options are being analyzed and their costing is being validated. Once the business case is complete, it will be brought to the FMB to seek funding approval.

In order to further validate the business case, the alignment of business processes across all HSSAs is key to the proposed project's success. A Request for Proposal was released in January 2016 to hire a consultant to recommend a set of common business processes which the HSSAs will adopt over the 2016-17 and 2017-18 fiscal years. This consultant work is to begin in April of 2016 and is to finish by July 2016.

### Risk Management and Insurance

The GNWT utilizes a traditional approach to transferring risk: the purchase of commercial insurance policies with high deductibles. Controlling and reducing the cost of property insurance involves options that are limited to reducing the total values insured, restricting coverage or increasing already high deductibles. Bridges, single family dwellings and duplexes are typically excluded from the GNWT's property insurance policy and while this has the effect of reducing the total insured values, and therefore insurance premiums, this also has the consequence of increasing the GNWT's financial exposure in the event of a catastrophic loss.



## Department of Finance 2016-17 Business Plan

The 2011 forest fire in Slave Lake, the flooding in Calgary in 2013 and winter storm damage events across the country every year highlight this risk.

Purchasing traditional insurance products has the advantage of providing some budget certainty and capital planning stability to the government in the event of a large loss to insured infrastructure.

The high deductibles that the GNWT carries on its insurance policies and self-insuring specified risks requires the GNWT to be pro-active in risk management and loss prevention activities. In 2004 and in response to insurers' requirements, the Department implemented the Property Replacement Cost Valuation Program which involves on site appraisals of assets valued at over \$1 million. Accurate replacement cost figures are established so that premium dollars are neither wasted on inflated replacement cost figures nor are assets undervalued which would reduce recoveries. This is especially important when insurers' replacement cost obligations are capped at 115% of the declared value of a building. The section has a target of 50 high value property appraisals every year with re-appraisals planned for every 3-5 years to ensure values are current and take into account improvements to facilities.

Risk Management and Insurance manages loss prevention services for over 2,000 fixed assets, 350 of which are valued at \$1 million or more and 1,500 vehicles with over 2,000 drivers. Loss control inspections, a critical component of loss control activities, take place on a regional basis annually. Risk Management and Insurance also administers all aspects of insurance-related claims against the government by third parties and by third parties against the government and typically has over 200 open files at any time. The Section also assists client departments with risk management issues, such as insurance conditions and requirements, indemnity wording and limitation of liability reviews in contracts. Over 150 contracts are reviewed annually.

Risk Management and Insurance continually seeks to develop, implement and monitor loss prevention strategies to improve the GNWT's risk profile and control the cost of losses and insurance premiums.

The Section partners with client departments, insurers and insurance brokers regularly to reduce the cost of the insurance program overall, and to improve insurability and safety for the GNWT.

### Cross-Departmental Initiatives (CDIs)

Continue to collaborate with departments and public agencies to ensure successful adoption of the new Planning and Accountability Framework, implementation of the new FAA, and adoption of the improved FAM.

Continue to collaborate with the Office of the Auditor General and other stakeholders to ensure timely, accurate and transparent annual Public Accounts for the GNWT.





## Department of Finance 2016-17 Business Plan

The OCG takes a leadership role to ensure that the internal audit function continues to foster continuous improvement through strategic and value added internal audits.

The amalgamated FESS will lead the development of new Service Partnership Agreements with stakeholders.

### PERFORMANCE MEASURES

**Outcome - Deliver timely, accurate and efficient service to internal and external clients (e.g. employees and vendors) while meeting statutory obligations.**

**Outcome – Ensure appropriate FESS employee training, development and succession planning, and workplace of choice.**

Key Performance Measures	Previous Results (FSS)	Previous Results (ES)	New (Amalgamated FESS)
Billing	3 Business Days	-	3 Business Days
Accounts Payable	Entered within 24 hours of receipt	-	100% Paid Within Terms
Employee Expense Reports	3 Business Days	-	3 Business Days
Vendor/Customer Maintenance	10 Business Days	-	5 Business Days
Records of Employment	-	90+ Calendar Days	5 Calendar Days (as per Employment Insurance Act)
Accurate and Timely Processing of Payroll	-	Low Error Rate Timely Pays	Low Error Rate Timely Pays
Sun Life Billings (Medevacs)	-	-	Submission to Sunlife within 5 Business Days from Payment of Invoices and recorded in GNWT Financial System
Relocations for Boards/Agencies	-	Inconsistent Billings	Billed Monthly and recorded in the GNWT Financial System

FSS was implemented two years ago and is now exceeding its original results. Therefore, as indicated in the table above, more challenging targets are being implemented for 2016-2017 (i.e.: faster processing times while maintaining accuracy and strong internal controls). FESS will continuously improve service through the use of technology, working towards a paperless environment. Additionally, FESS will invest in employees with training and development.



## Department of Finance 2016-17 Business Plan

The targets in the previous table reflect the key client services delivery priorities. These will be achievable by an amalgamated organization because of increased capacity and skill sets in strategic positions.

### Outcome – Timely tabling and public review of the Public Accounts

#### Measures

<b>Tabled with:</b>	<b>Document:</b>	<b>2014-15</b>	<b>2014-15</b>	<b>2015-16</b>
Standing Committee on Government Oversight	Interim Public Accounts	August 31, 2014	August 31, 2015	September 30, 2016
Legislative Assembly	Audited Public Accounts	October 2014 session	February 2016	October 2016 session

### Outcome – Capacity Building within the GNWT

The Department helps to build capacity within the GNWT through advice, support, mentorship, and training of staff. The Department has begun an initiative to formalize its support for employees in the Chartered Professional Accountant program. The goals of the initiative are to set consistent levels of support for students across all departments and agencies, establish a student support group and mentorship program, and identify opportunities for students to obtain the required professional experience.

Measure: The OCG does not yet have measures in place but is planning to explore options for appropriate capacity building measures in 2016-17.

### Outcome – Programs and services that are reviewed, evaluated or audited

In the context of a corporate risk management framework, programs and services managed by departments with high inherent risk should be formally reviewed, evaluated or audited.

Measure: Audit Work Plan targets high risk audits approved by Audit Committee

Approved Audit Work Plan for:	Projects approved	% of projects addressed
2011-2012	24	96%
2012-2013	16	62%
2013-2014	12	67%
2014-2015	15	75%
2015-2016 (Target)	TBD	70-75%
2016-2017 (Target)	TBD	70-75%



## Department of Finance 2016-17 Business Plan

Measure: Implementation of audit recommendations by management to address the outstanding risk identified in audit reports

Audit Reports issued in:	# of Recommendations	% implemented
2010-2011	87	80%
2011-2012	65	100%
2012-2013	47	100%
2014-2015	46	61%**
2015-2016(Target)	TBD	85-90%
2016-2017(Target)	TBD	85-90%

*\*\* It is normal to have time lag to implement all the audit recommendations.*

### Key Activity 6 – Office of the Chief Information Officer

#### DESCRIPTION

The Office of the Chief Information Officer (OCIO) serves as the GNWT's senior authority on corporate activities associated with Information and Communications Technology (ICT). This includes Information Systems (IS), Information Technology (IT), and Information Management (IM). The OCIO provides strategic, policy and operational advice to deputy ministers via the Informatics Policy Council (IPC), and ensures corporate activities related to strategy, policy implementation, planning and information security are undertaken in a timely and consistent manner.

The OCIO is the lead for the current ICT Strategy (Service Innovation 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. Other activities include:

- Collaborating with departments on development of strategic and policy frameworks;
- Providing day-to-day guidance regarding Strategy and policy implementation;
- Providing best practice advice and guidance on information and cyber security;
- Coordinating all corporate-level processes pertaining to the ICT environment; and
- Providing governance support for, and coordinate the flow of information to, the IPC.

The OCIO is also responsible for GNWT involvement in broadband and telecommunications regulatory matters through the Canadian Radio-television and Telecommunications Commission (CRTC). The GNWT, through the OCIO, takes on an advocacy role with respect to telecommunications and broadband issues in the north and represents residents and businesses in proceedings with the CRTC and the Government of Canada to ensure that NWT interests are considered in all broadband and telecom regulatory decisions. The OCIO is in the best position to take on this activity as it regularly deals with the Government of Canada and the private sector on telecommunications and broadband issues.





## Department of Finance 2016-17 Business Plan

### GOALS

The OCIO's goals over the term of the Business Plan are:

- **Improve online service delivery to NWT residents, businesses and visitors**

Technology has the ability to improve how programs and services are delivered and requires a collaborative approach to ensure the best usage of technology resources in a manner which improves program and service outcomes. This requires a coordinated Strategy with common and consistent approaches to enable online service delivery.

- **Protect the confidentiality, integrity and availability of information**

Residents, businesses and visitors have a right to expect that Government will protect information collected in the delivery of a program or service. Safeguarding information assets is paramount, and is handled with the utmost care.

- **Ensure information is accessible and managed in accordance with legislation and policy**

Provide timely and accurate information to decision makers in the delivery of their programs and services. This requires clear understanding of the types of information collected, stored and managed, and the various needs and uses for that information, and the ability to make information available to the public through an enterprise open data program.

- **Ensure we make informed investments in information and communications technology (ICT) and improve performance of our ICT projects**

Overseeing the use of information technology resources, ensuring the right investments are made and the necessary project management practices are in place to ensure effective and efficient development/implementation. This requires an effective funding and decision-making framework, as well as providing best practice guidance and support for the ongoing management and delivery of technology resources.

- **Represent GNWT interests in broadband- and telecommunications-related activities**

Monitor and participate in CRTC proceedings as necessary, to ensure the interests of NWT residents, businesses and the GNWT are fully considered with respect to any decisions the CRTC and/or the Government of Canada may take with respect to telecommunications and broadband services.



## Department of Finance 2016-17 Business Plan

- **Improve collaboration for easier access to government programs and services online, including:**
  - Aligning territorial approaches with pan-Canadian efforts to establish and use digital identities for online government;
  - Creating a single integrated online portal for residents and businesses to securely transact with government; and
  - Participating in national surveys to assess both resident and business satisfaction with government service delivery.

### DEPARTMENTAL HIGHLIGHTS

#### Service Innovation Strategy (SIS)

The OCIO is responsible for leading the development, implementation and refresh of the GNWT's corporate ICT strategy. The Strategy undergoes a major refresh as technology changes (or at least once every five years) to ensure the organization is focusing its ICT resources on delivering value both internally (to program areas) and externally (to the residents, businesses and visitors accessing government programs and services). SIS focuses on addressing gaps and opportunities within ICT and ensuring that the GNWT's technology resources are used effectively.

The OCIO also works with all jurisdictions and the Government of Canada to ensure approaches for online digital identities align with the rest of the country to improve sharing of information between jurisdictions and simplify the processes for establishing and verifying identity when migrating within and between jurisdictions.

#### Information Security and Privacy

The OCIO is responsible for the oversight and implementation of the GNWT's information security plan, designed to implement information security best practices, tools and techniques that keep the organization's information assets (systems and technology infrastructure) protected, safe and secure. Many of these information security best practices are built into the SIS projects, such as requirements for privacy impact assessments, vulnerability assessments before services go online, and other security measures.

The OCIO's corporate focus on strategy, policy, planning and information security provides guidance and oversight that is not provided by any other department.

The Department continues to take a lead role in ensuring departments have the necessary safeguards in place to improve access to information and protect privacy. OCIO supports improving access and privacy by promoting information security and privacy awareness, advising on best practices, and assisting departments in ensuring security and privacy concerns are dealt with appropriately.



## Department of Finance 2016-17 Business Plan

These activities respond to the Legislative Assembly's priority to increase transparency, accountability and strengthening consensus government. They also are supportive of the Department's commitment to safeguard and improve the security and integrity of the information entrusted to government on behalf of residents, businesses and visitors.

### **CRTC Involvement**

Working collaboratively to promote federal investment in reducing the cost-of-living for Northerners, the Department participates in all CRTC proceedings that affect the North to ensure competitive and affordable broadband and telecommunication services are available for all NWT residents and businesses alike.

The GNWT's involvement in CRTC and broadband development initiatives is critical to ensuring that NWT residents and businesses can access the services they need and participate fully in Canada's economy. This involvement has been important in ensuring that the GNWT's voice is heard. The GNWT played a key role in helping the CRTC understand the northern context when it considered (and later decided) to open competition in the North, and the OCIO continues to advocate for advanced broadband and telecommunications infrastructure and services.

The GNWT is actively involved in regulatory framework proceedings for Northwestel including monitoring of their tariff filings, quality of service reports and Modernization Plan, as well as participating in national proceedings that impact the NWT and the North.

The OCIO will continue to represent the NWT and GNWT in all CRTC proceedings that affect the North and will continue to monitor and advocate to the Government of Canada with respect to broadband initiatives that have potential to improve infrastructure and/or services in the NWT.

### **Cross-Departmental Initiatives (CDIs)**

#### **Service Innovation Strategy (SIS)**

The SIS is a government-wide initiative requiring the participation of all departments. Finance is the lead department for the Strategy, however, the success of this initiative hinges on the participation of all departments. Finance coordinates the implementation of government-wide activities necessary to move the GNWT closer to the vision of a more digital, online, accessible government. Departments are responsible for undertaking activities to enable their specific programs and services to be accessible online. This requires a significant amount of collaboration to avoid duplication and create common, consistent approaches to both enable and improve online access to services.

### **PERFORMANCE MEASURES**

The OCIO is a central agency, providing corporate oversight and guidance on the implementation of the corporate ICT strategy.



## Department of Finance 2016-17 Business Plan

The OCIO is working to establish better outcomes for corporate ICT 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. Under the SIS basic measures are established that indicate whether the GNWT is moving in the right, strategic direction.

*Please note: the OCIO is currently undertaking a review of the technology function within the GNWT, with a key focus on cost and service optimization. As part of this initiative, a Performance Measurement / benchmarking program is being developed which will change some of the metrics measured and reported on in future Business Plans.*

### Outcome - Improve online service delivery to NWT residents, businesses and visitors

Measure: SIS Implementation Measures

Item	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Target
Number of new online services	1	5	1	2-5
# of GNWT staff completing Service Training	30	-	228	190
Overall Service Satisfaction Score (%) from Business (survey conducted every 2 years)	-	63%	-	64%
Overall Service Satisfaction Score (%) from Citizens (survey conducted every 2 years)	-	-	69%	-

Measure: A single integrated online portal for residents and businesses to securely transact with government.

Item	Target Date
Consult the NWT public to determine the Top 10 services to include in the online portal	2016-17
Determine requirements in collaboration with departments for connecting with departmental systems, to implement the Top 10 services	2016-17
Establish an integrated web/digital team to design and develop the on-line portal	2016-17/18
Submit request for funding, if required, based on the business case for implementation in 2018-19	2017-18
Identify data sets needed for an Open Data program, to be incorporated in the portal, to support Open Government	2017-18/19
Implement the portal, with available services and open data sets, as they become ready, including security and privacy best practices	2018-19



## Department of Finance 2016-17 Business Plan

### Outcome – Protect the confidentiality, integrity and availability of our information resources

Measure: Number of systems or online services assessed for Security vulnerabilities

Item	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Target
# of assessments conducted on our major information systems and technology infrastructure	2	5	5	4
# of privacy impact assessments complete.	1	3	5	2
# of vulnerability assessments complete (online service)	2	3	4	3

### Outcome - Ensure NWT participation in Federal Regulatory matters impacting the North

Measure: GNWT Participation in CRTC Regulatory Matters

Item	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Target
# of submissions, tariffs, applications, reports, decisions and positions reviewed from other participants, for NWT/northern impacts <sup>(1)</sup>	500	100	1000+	500+
# of GNWT submissions to CRTC/other parties	8	10	6	10
# of CRTC meetings, hearings or briefings attended or participated in	12	8	6	10

(1) 2013-14 had an error in prior business plans. It was actually 500, not 80, due to two large proceedings that year. 2016-16 and 2016-17 also reflect years where major proceedings will occur.



## Department of Finance 2016-17 Business Plan

### Key Activity 7 – Liquor Revolving Fund

#### DESCRIPTION

The Liquor Revolving Fund is established under the *NWT Liquor Act* (Act) and provides working capital to finance the operations of the NWT Liquor Commission (NWTLC), the Liquor Licensing Board (LLB) and Liquor Licensing and Enforcement (LLE). The authorized limit of the Liquor Revolving Fund is \$6,500,000. The NWTLC is responsible for the purchase, classification, distribution and sale of all alcoholic beverages in the NWT. The Liquor Licensing Board is responsible for the issuance of all types of liquor permits, and for all hearing and proceedings pertaining to said permits. LLE provides support to the LLB, is responsible for the enforcement of liquor-related regulations and restrictions, and assists communities in respect of matters arising under the Act. The operations of NWTLC, LLB and LLE are funded by the sale of alcoholic beverages. The NWTLC and LLE are located in Hay River.

The accounting and management of the Liquor Revolving Fund is administered by the NWTLC, however there are separate audited financial statements for the NWTLC and LLB/LLE. The financial statements are audited on an annual basis by an independent external auditor.

#### DEPARTMENTAL HIGHLIGHTS

##### Liquor Commission

- The two private stores in Yellowknife were converted to the consignment model in September 2015. All NWT Liquor Stores are now on the consignment model.
- The NWT Brewing Company opened for business and began selling locally produced beer on December 31, 2015.
- The 5% Licensee Fee that was charged on all liquor purchases by licensed establishments was rescinded on June 1, 2015.
- The NWTLC is a member of the Canadian Association of Liquor Jurisdictions (CALJ) and actively participates on the CALJ Social Responsibility Committee. The Committee works to promote moderate and responsible drinking choices among Canadians of legal drinking age. The Committee meets face to face once a year to exchange information, share best practices and programs and to discuss emerging themes or trends. The NWTLC also actively promotes social responsibility programs throughout the year.





## Department of Finance 2016-17 Business Plan

### Liquor Licensing and Enforcement

LLE will continue to educate license holders and their staff on the *Liquor Act* through work on a communications strategy. Electronic or hard copies of the *Liquor Act* and Liquor Regulations along with the license-holder manual will be provided to all license holders.

Emphasis will continue to be placed on regular communications to license holders through the communications officer position which is located in Hay River. In addition, a newsletter will be distributed to all license holders with valuable information on a quarterly basis.

Voluntary alcohol server training will continue to all license holders' staff. Compulsory alcohol server training will be given to Special Occasion Permit high risk events where 500 or more persons are expected to attend.

Communities wishing information on holding a community alcohol control 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.

### PERFORMANCE MEASURES

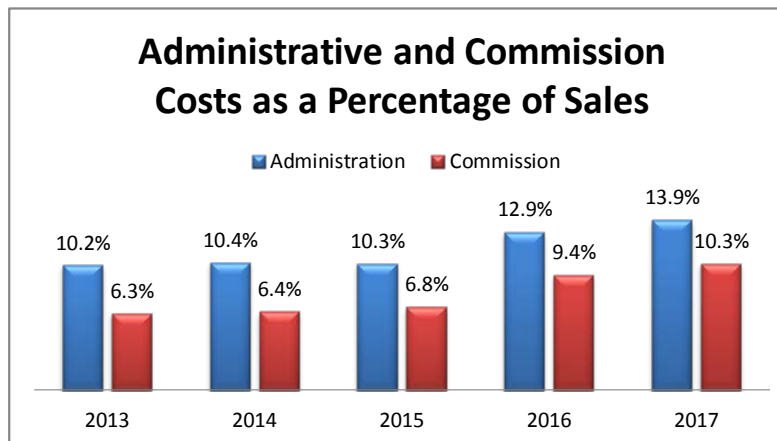
#### Outcome – Operations are managed efficiently and comply with legislation, regulation and policy

Measures:

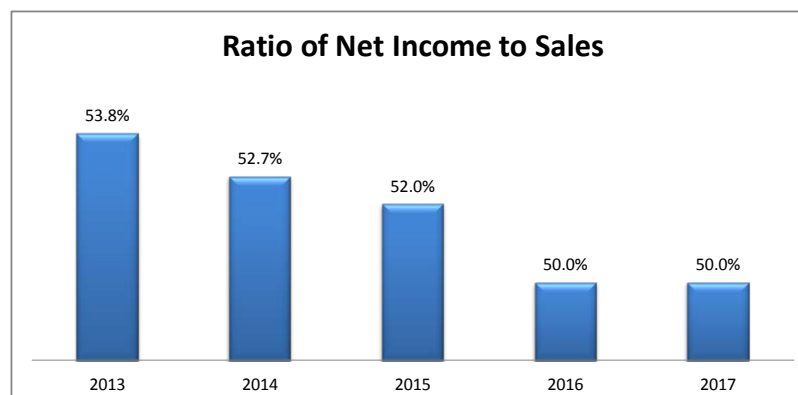
- The cost to deliver the sales and administration in 2015 were 10.3% of sales revenue, of which 6.8% was paid to liquor store and warehouse contractors. The sales to administrative expenses ratio measures how well the company is keeping its administrative costs under control for its sales level.
- The forecasts for 2016 and 2017 include a change in business operations in Yellowknife from a private store model to consignment stores.



## Department of Finance 2016-17 Business Plan



- The net income ratio, (net surplus to sales) provides a measurement of ongoing profitability. In 2015 the net income ratio was 52% of sales. The increase in administration costs are due to changes made to the operation of the Yellowknife Liquor Shop and Store from Private to Consignment Store, effective September 2015.



- 2016 and 2017 net income ratios are estimated.

### Outcome – Promotion of alcohol awareness campaigns

The Liquor Commission participates on the Canadian Liquor Jurisdictions' Social Responsibility (SR) Committee, working to provide products that are socially responsible, and incorporate responsible messaging into product sales. In addition the Liquor Commission actively promoted the following seven programs throughout the year:

1. Techniques of Alcohol Management, a liquor store server program.
2. Check 25, a program intended to prevent service to minors.





## Department of Finance 2016-17 Business Plan

3. Alcohol warnings, messaging targeted to pregnant mothers and operators of motorized vehicles.
  4. FSAD poster and brochure campaign. (The Department of Health and Social Services is lead.)
  5. 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. A new campaign is in process.
  6. Red Ribbon Program – MADD Canada “It’s Time to Change the Meaning of Tie One On”, “Drive Safe, Drive Sober”.
  7. “Moderation is always in good taste.” Poster Campaign with 9 other jurisdictions.
- The NWTLC participates with the Canadian Association of Liquor Jurisdictions Social Responsibility Committee in support of socially responsible liquor retailing on a nationwide basis.
  - Reusable bags are provided as an alternative to single use paper bags.
  - The Liquor Licensing and Enforcement division 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 for the 2010 to 2015 period:

	2010	2011	2012	2013	2014	2015
Number of SR Programs	6	6	7	7	7	14
Server Training Participants	106	240	153	170	142	239

FINANCE
---------

**2016-17 Business Plan****Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Departmental Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>4</b>	<b>Proposed Adjustments to Grants &amp; Contributions: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>5</b>	<b>Human Resources Statistics</b>
<b>6</b>	<b>Infrastructure Investments</b>
<b>7</b>	<b>Restatements</b>

## DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Deputy Minister's Office	92,935	111,194	88,656	112,660
Fiscal Policy	42,278	42,416	42,416	32,860
Bureau of Statistics	1,002	1,069	1,069	1,005
Management Board Secretariat	9,726	9,786	9,786	7,575
Office of the Comptroller General	65,982	66,519	66,498	86,673
Office of the Chief Information Officer	2,413	2,837	2,837	2,364
<b>Total</b>	<b>214,336</b>	<b>233,821</b>	<b>211,262</b>	<b>243,137</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	43,294	45,652	45,624	44,298
Grants and Contributions	137,247	155,477	132,946	145,526
Other	31,480	30,377	30,377	51,136
Amortization	2,315	2,315	2,315	2,177
<b>Total</b>	<b>214,336</b>	<b>233,821</b>	<b>211,262</b>	<b>243,137</b>
<b>Revenues</b>	<b>1,583,584</b>	<b>1,578,665</b>	<b>1,578,665</b>	<b>1,549,056</b>

## HUMAN RESOURCE SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	172	197
Regional / Area Offices	64	68
Other Communities	-	-
	<b>236</b>	<b>265</b>

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

	2015-16 Estimates	Main Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Deputy Minister's Office</b>										
Deputy Minister's Office	480	-	480	-	-	-	-	-	-	480
Corporate Affairs	2,745	-	2,745	-	7	-	-	(29)	-	2,723
NWTHC Contribution	85,368	-	85,368	(5,793)	389	3,458	-	(1,860)	572	82,134
NWT Power Corp Contribution	-	-	-	-	-	7,535	-	-	-	7,535
NWT Heritage Fund Contribution	7,600	(7,600)	-	-	-	-	-	-	-	-
Amortization	63	-	63	-	-	-	-	-	-	63
	96,256	(7,600)	88,656	(5,793)	396	10,993	-	(1,889)	572	92,935
<b>Fiscal Policy</b>										
Fiscal Policy	34,816	-	34,816	-	-	-	-	(138)	-	34,678
NWT Heritage Fund Contribution	-	7,600	7,600	-	-	-	-	-	-	7,600
	34,816	7,600	42,416	-	-	-	-	(138)	-	42,278
<b>Bureau of Statistics</b>										
Bureau of Statistics	1,069	-	1,069	-	-	-	-	(67)	-	1,002
	1,069	-	1,069	-	-	-	-	(67)	-	1,002
<b>Management Board Secretariat</b>										
Deputy Secretary	7,437	-	7,437	-	-	-	-	-	-	7,437
Management Board Secretariat	1,579	-	1,579	-	-	-	-	-	-	1,579
Program Review Office	770	-	770	-	-	-	-	(60)	-	710
Treasury			-							
Management	8,613	(8,613)	-	-	-	-	-	-	-	-
Banking & Cash Management	3,681	(3,681)	-	-	-	-	-	-	-	-
Risk Management & Insurance	2,902	(2,902)	-	-	-	-	-	-	-	-
Tax Administration	1,273	(1,273)	-	-	-	-	-	-	-	-
Tax Audit & Investigations										
Headquarters	309	(309)	-	-	-	-	-	-	-	-
Inuvik	152	(152)	-	-	-	-	-	-	-	-
Hay River	144	(144)	-	-	-	-	-	-	-	-
	26,860	(17,074)	9,786	-	-	-	-	(60)	-	9,726

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS										
	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Office of the Comptroller General</b>										
Comptroller General	266	-	266	-	-	-	-	-	-	266
Accounting Services										
Management	448	150	598	-	-	-	-	-	-	598
Financial Policy	150	(150)	-							-
Financial Reporting & Collections	3,240	-	3,240	-	-	-	-	(67)	-	3,173
Power Subsidy Program	6,778	-	6,778	-	-	-	-	-	-	6,778
Employee Services										
Employee Services Management	455	-	455	-	-	-	-	-	-	455
Helpdesk	400	-	400	-	1	-	-	-	-	401
Payroll	2,329	-	2,329	-	-	-	-	-	-	2,329
Benefits										
Headquarters	13,762	-	13,762	-	-	-	-	(600)	-	13,162
Tlicho	229	-	229	-	(2)	-	-	-	-	227
Fort Smith	617	-	617	-	(4)	-	-	-	-	613
Fort Simpson	263	-	263	-	-	-	-	-	-	263
Hay River	229	-	229	-	1	-	-	-	-	230
Inuvik	523	-	523	-	1	-	-	-	-	524
Norman Wells	241	-	241	-	8	-	-	-	-	249
Data Management										
Headquarters	1,053	-	1,053	-	-	-	-	-	-	1,053
Fort Smith	218	-	218	-	(2)	-	-	-	-	216
Fort Simpson	114	-	114	-	-	-	-	-	-	114
Hay River	100	-	100	-	1	-	-	-	-	101
Inuvik	347	-	347	-	-	-	-	-	-	347
Informatics Shared Services	5,237	-	5,237	-	471	1,240	-	-	22	6,970
Internal Audit Bureau	1,753	-	1,753	-	-	-	-	(388)	-	1,365
Financial Services										
Headquarters/North Slave	3,847	-	3,847	-	-	-	-	(715)	-	3,132
Inuvik	1,629	-	1,629	-	3	-	-	-	-	1,632
Norman Wells	613	-	613	-	20	-	-	-	-	633
Fort Smith	1,057	-	1,057	-	(8)	-	-	-	-	1,049
Hay River	553	-	553	-	3	-	-	-	-	556
Fort Simpson	928	-	928	-	(2)	-	-	-	-	926

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS										
	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
Treasury										
Management	-	8,613	8,613	-	-	-	-	(101)	-	8,512
Banking & Cash Management	-	3,681	3,681	-	-	-	-	(269)	-	3,412
Risk Management & Insurance	-	2,902	2,902	-	-	-	-	(100)	-	2,802
Tax Administration	-	1,273	1,273	-	-	-	-	(30)	-	1,243
Tax Audit & Investigations										
Headquarters	-	309	309	-	-	-	-	-	-	309
Inuvik	-	152	152	-	-	-	-	-	-	152
Hay River	-	144	144	-	1	-	-	-	-	145
Amortization	2,045	-	2,045	-	-	-	-	-	-	2,045
	49,424	17,074	66,498	-	492	1,240	-	(2,270)	22	65,982
Office of the Chief Information Officer										
Chief Information Officer	2,630	-	2,630	-	-	-	-	(424)	-	2,206
Amortization	207	-	207	-	-	-	-	-	-	207
	2,837	-	2,837	-	-	-	-	(424)	-	2,413
<b>TOTAL DEPARTMENT</b>	<b>211,262</b>	<b>-</b>	<b>211,262</b>	<b>(5,793)</b>	<b>888</b>	<b>12,233</b>	<b>-</b>	<b>(4,848)</b>	<b>594</b>	<b>214,336</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Major Revenue Changes

(thousands of dollars)

## PROPOSED ADJUSTMENTS

	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	1,232,755	-	1,232,755	<b>1,219,888</b>	(12,867)	<b>(1.0)</b>	Revenue is lower because of the inclusion for the first time, following devolution, of the resource revenue offset, amounting to \$31.9 million for 2016-17. Excluding the resource revenue offset, revenue would have increased by \$19 million, or 1.5%. The adjusted growth rate of 1.5% is due to the Territorial Formula Financing Gross Expenditure Base escalator, which for 2016-17 is 1.4%. The remaining small difference is due to Eligible Revenues (as used in the formula) being relatively flat year over year.
<b>TRANSFER PAYMENTS</b>							
Federal Cost-shared	-	-	-	-	-	-	Revenue is higher because of the 6 per cent escalator on the national CHT funding envelope, with a small adjustment for the difference in relative NWT population growth as compared to Canada
Canada Health Transfer	41,629	-	41,629	44,185	2,556		Revenue is higher because of the 3 per cent escalator on the national CST funding envelope, with a small adjustment for the difference in relative NWT population growth as compared to Canada
Canada Social Transfer	15,855	-	15,855	16,352	497	3.1	
	<b>57,484</b>	-	<b>57,484</b>	<b>60,537</b>	<b>3,053</b>	<b>5.3</b>	
<b>TAXATION REVENUE</b>							
Personal Income Tax	108,379	-	108,379	110,655	2,276	2.1	Federal 2016 first estimate higher than 2015 estimates, partially offset by the NRD increase. The variance is largely due to the difference between a \$7.6 million 2016-17 underpayment based on the 2015 Final Determination and a \$14.4 million 2015-16 overpayment based on the 2014 Final Determination.
Corporate Income Tax	40,640	-	40,640	60,003	19,363	47.6	Forecast based on population growth
Tobacco Tax	15,811	-	15,811	15,760	(51)	(0.3)	Forecast decline due to De Beers' Snap Lake diamond mine entering maintenance and care beginning in 2016, offset by Gahcho Kue development.
Fuel Tax	18,817	-	18,817	18,877	60	0.3	Lower forecast employment income
Payroll Tax	42,743	-	42,743	41,448	(1,295)	(3.0)	Forecast decline of \$5.8 million due to De Beers' Snap Lake diamond mine entering maintenance and care in starting in 2016.
Property Tax and School Levies	28,797	-	28,797	23,360	(5,437)	(18.9)	
Insurance Taxes	5,080	-	5,080	5,100	20	0.4	
	<b>260,267</b>	-	<b>260,267</b>	<b>275,203</b>	<b>14,936</b>	<b>5.7</b>	

## Major Revenue Changes

(thousands of dollars)

## PROPOSED ADJUSTMENTS

	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GENERAL REVENUES</b>							
<b>Revolving Funds Net Revenue</b>							
Liquor Commission Net Revenues	26,936	-	26,936	26,936	-	-	forecast not yet available
<b>Regulatory Revenue</b>							
Insurance License Fees	470	-	470	480	10	2.1	
Property Tax Administrator Fee	13	-	13	-	(13)	(100.0)	
<b>Investment Income</b>							
Investment Interest	600	-	600	400	(200)	(33.3)	Lower anticipated cash position for 2016-17, lower interest rates compared to 2015-16
Investment Pool Cost Recoveries	80	-	80	80	-	-	This amount may be lower IF NWT Health Authority does not join I pool in Aug/16
<b>Program</b>							
Insured and Third Party Recoveries	60	-	60	60	-	-	Driven by losses, which cannot be forecast Recoveries to be netted against the MTA expense under Employee Services, Office of the Comptroller General.
Medical Transportation Recoveries	450	(450)	-	-	(450)		
	<b>28,609</b>	<b>(450)</b>	<b>28,159</b>	<b>27,956</b>	<b>(653)</b>	<b>(2.3)</b>	
<b>TOTAL REVENUE</b>	<b>1,579,115</b>	<b>(450)</b>	<b>1,578,665</b>	<b>1,583,584</b>	<b>4,469</b>	<b>0</b>	



## Proposed Adjustments to Grants and Contributions

(thousands of dollars)											
PROPOSED ADJUSTMENTS											
		2015-16 Main						Internal		Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
	Explanation of Proposed Adjustments	Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Transfers	Reductions		
<b>Deputy Minister's Office</b>											
Contribution	NWTHC Contribution	85,368	-	85,368	(5,793)	389	-	-	(1,860)	4,030	82,134
Contribution	NTPC - Low Water Offset	-	-	-	-	-	7,535	-	-	-	7,535
Contribution	Heritage Fund Contribution	7,600	(7,600)	-	-	-	-	-	-	-	-
		<b>92,968</b>	<b>(7,600)</b>	<b>85,368</b>	<b>(5,793)</b>	<b>389</b>	<b>7,535</b>	<b>-</b>	<b>(1,860)</b>	<b>4,030</b>	<b>89,669</b>
<b>Fiscal Policy</b>											
Grant	Cost of Living Tax Credit	21,900	-	21,900	-	-	-	-	-	-	21,900
Grant	NWT Child Benefit	1,200	-	1,200	-	-	-	-	-	-	1,200
Transfer	Resource Revenue Transfer to Aboriginal Governments	10,100	-	10,100	-	-	-	-	-	-	10,100
Contribution	Heritage Fund Contribution	-	7,600	7,600	-	-	-	-	-	-	7,600
		<b>33,200</b>	<b>7,600</b>	<b>40,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,800</b>
<b>Management Board Secretariat</b>											
		-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
<b>Office of the Comptroller General</b>											
Contribution	Power Subsidy Program (TPSP)	6,778	-	6,778	-	-	-	-	-	-	6,778
		-	-	-	-	-	-	-	-	-	-
		<b>6,778</b>	<b>-</b>	<b>6,778</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,778</b>
<b>Office of the Chief Information Officer</b>											
		-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
<b>Bureau of Statistics</b>											
		-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
<b>TOTAL DEPARTMENT</b>											
		<b>132,946</b>	<b>-</b>	<b>132,946</b>	<b>(5,793)</b>	<b>389</b>	<b>7,535</b>	<b>-</b>	<b>(1,860)</b>	<b>4,030</b>	<b>137,247</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Human Resources Statistics

## Finance

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>248</b>		<b>249</b>		<b>149</b>		<b>119</b>	
<b>Indigenous Employees</b>	<b>115</b>	<b>46.4%</b>	<b>116</b>	<b>46.6%</b>	<b>70</b>	<b>47.0%</b>	<b>59</b>	<b>49.6%</b>
Aboriginal	72	29.0%	73	29.3%	45	30.2%	39	32.8%
Non-Aboriginal	43	17.3%	43	17.3%	25	16.8%	20	16.8%
Non-Indigenous Employees	133	53.6%	133	53.4%	79	53.0%	60	50.4%
Male	75	30.2%	70	28.1%	53	35.6%	41	34.5%
Female	173	69.8%	179	71.9%	96	64.4%	78	65.5%
<b>Senior Management</b>	<b>16</b>		<b>16</b>		<b>13</b>		<b>12</b>	
<b>Indigenous Employees</b>	<b>4</b>	<b>25.0%</b>	<b>4</b>	<b>25.0%</b>	<b>5</b>	<b>38.5%</b>	<b>4</b>	<b>33.3%</b>
Aboriginal	1	6.3%	1	6.3%	2	15.4%	2	16.7%
Non-Aboriginal	3	18.8%	3	18.8%	3	23.1%	2	16.7%
Non-Indigenous Employees	12	75.0%	12	75.0%	8	61.5%	8	66.7%
Male	12	75.0%	12	75.0%	11	84.6%	10	83.3%
Female	4	25.0%	4	25.0%	2	15.4%	2	16.7%
<b>Non-Traditional Occupations</b>	<b>3</b>		<b>24</b>		<b>17</b>		<b>18</b>	
<b>Indigenous Employees</b>	<b>0</b>	<b>0.0%</b>	<b>9</b>	<b>37.5%</b>	<b>6</b>	<b>35.3%</b>	<b>7</b>	<b>38.9%</b>
Aboriginal		0.0%	3	12.5%	1	5.9%	1	5.6%
Non-Aboriginal		0.0%	6	25.0%	5	29.4%	6	33.3%
Non-Indigenous Employees	3	100.0%	15	62.5%	11	64.7%	11	61.1%
Male	3	100.0%	15	62.5%	12	70.6%	14	77.8%
Female		0.0%	9	37.5%	5	29.4%	4	22.2%

<b>2016-17 Infrastructure Investments</b>
---

Include listing of projects as per the 2016-17 Capital Estimates

Activity	Project Name	Description	Asset Location	Asset Class	Type	Estimated Completion
<b>Office of the Comptroller General</b>	<b>PeopleSoft 9.2</b>	Upgrade of SAM 9.0 and HRIS 9.1 to version 9.2.	Yellowknife	Territorial	TCA	2017-18
	1) <b>Upgrade</b>					
		Replacement of the BIP Registry system and website with functionality with the GNWT financial system, SAM.	Yellowknife	Territorial	TCA	2016-17
	2) <b>BIP Replacement</b>					
<b>Management Board Secretariat</b>		Mackenzie Valley Fibre Optic Link	Various	Territorial	TCA	2016-17
	3) <b>Fibre Optic Link</b>					

### 1) PeopleSoft 9.2 Upgrade

In order to protect the Government's \$42 million investment and ensure the reliability and maintainability of its Enterprise Resource Planning (ERP) systems, the Department of Finance's will upgrade GNWT's core financial and procurement system called SAM (System for Accountability & Management) and GNWT's core human resource system called HRIS (Human Resource Information System). SAM is currently out of vendor support (June of 2015) and HRIS will be out of vendor support in June of 2017, which means the GNWT, will not have access to bug fixes, maintenance patches and important payroll and tax updates from the vendor Oracle. An upgrade to SAM and HRIS will ensure continued vendor support from Oracle until December 2027.

In addition to continued support, an upgrade to SAM and HRIS will offer GNWT users with an improved, simple to use and intuitive interface, embedded help, powerful search, mobile support and enhanced reporting capabilities along with new and improved features and functionality such as online electronic approvals and integration with GNWT core document management system called DIIMS (Digital Integrated Information Management Systems).

The Department of Finance consulted with IBM Canada Ltd., Oracle and internal ISS staff and determined a cost estimate of \$8.5M (\$2.15M Capital & \$6.35M O&M) over fiscal years 2016/17 & 2017/18 to perform a functional upgrade of SAM and HRIS to PeopleSoft 9.2. Pending approval from the 18th Legislative Assembly (LA) in May/June 2016, the project is to start in November of 2016 and go live in February of 2018.

### 2) BIP Registry Replacement

The current BIP (Business Incentive Policy) Registry is at end of life and poses an operational risk given the availability requirement of the BIP Registry for northern businesses. The BIP Registry Replacement Project will implement a BIP Registry system that will be integrated with GNWT's core financial and procurement system called SAM (System for Accountability & Management) and linked to an external facing BIP Registry website hosted and maintained by the Department of Industry, Tourism and Investment. The project will start in April 2016 and be completed in September 2016 and has an approved capital budget of \$376.5K.

Benefits of this project includes integration with GNWT eProcurement system and business processes, data collection of BIP Information all stored in SAM and fully supported internally by Department of Finances, Informatics Shared Service Division and the Department of Lands, ITI and ENR's Informatics Shared Service Centre.

## Schedule of Restatements

## Department

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
<b>Total per Public Document (Mains/Public Accounts)</b>					<b>210,307</b>	<b>233,821</b>	<b>211,262</b>	<b>243,137</b>
<b>OPERATIONS</b>								
<u><b>Explanation</b></u>								
<u>Deputy Minister's Office</u>					<b>88,906</b>	<b>118,794</b>	<b>96,256</b>	<b>112,910</b>
1) Internal Department Transfer - Heritage Fund Contribution	Corporate Affairs	HQ		G&C	-	(7,600)	(7,600)	(250)
		<b>Total DMO</b>			<b>88,906</b>	<b>111,194</b>	<b>88,656</b>	<b>112,660</b>
<u>Fiscal Policy</u>					<b>42,278</b>	<b>34,816</b>	<b>34,816</b>	<b>32,610</b>
1) Internal Department Transfer - Heritage Fund Contribution	Fiscal Policy	HQ		G&C	-	7,600	7,600	250
		<b>Total FP</b>			<b>42,278</b>	<b>42,416</b>	<b>42,416</b>	<b>32,860</b>
<u>Management Board Secretariat</u>					<b>9,726</b>	<b>26,861</b>	<b>26,860</b>	<b>24,706</b>
1) Internal Department Transfer - Treasury Division	Treasury	ALL		ALL	-	(17,075)	(17,074)	(15,240)
2) Internal Department Transfer - Valuation Allowance	Treasury	HQ		Other O&M	-	-	-	(1,891)
		<b>Total BTDM</b>			<b>9,726</b>	<b>9,786</b>	<b>9,786</b>	<b>7,575</b>
<u>Office of the Comptroller General</u>					<b>65,982</b>	<b>49,444</b>	<b>49,424</b>	<b>69,542</b>
1) Internal Department Transfer - Treasury Division	Treasury	ALL		ALL	-	17,075	17,074	15,240
2) Internal Department Transfer - Valuation Allowance	Employee Services	HQ		Other O&M	-	-	-	1,891
3) Internal Activity Transfer - Policy Division	Policy	HQ		ALL	-	(150)	(150)	(131)
4) Internal Activity Transfer - Policy Division	Accounting Services Mngmt	HQ		ALL	-	150	150	131
		<b>Total OCG</b>			<b>65,982</b>	<b>66,519</b>	<b>66,498</b>	<b>86,673</b>
<b>Total Finance after Restatements</b>					<b>210,307</b>	<b>233,821</b>	<b>211,262</b>	<b>243,137</b>

## REVENUES

<b>Total per Public Document (Mains/Public Accounts)</b>					<b>1,583,584</b>	<b>1,579,115</b>	<b>1,579,115</b>	<b>1,549,056</b>
<u><b>Explanation</b></u>								
<u>Office of the Comptroller General</u>								
1) Medical Travel Recoveries - to be netted against MTA Expense	Employee Services	ALL		Comp & Ben	-	(450)	(450)	-
		<b>Total</b>			<b>1,583,584</b>	<b>1,578,665</b>	<b>1,578,665</b>	<b>1,549,056</b>
<b>Total Finance after Restatements</b>					<b>1,583,584</b>	<b>1,578,665</b>	<b>1,578,665</b>	<b>1,549,056</b>



# Annual Business Plan

**2016-2017**

**Health and Social Services**



Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest



## Department of Health and Social Services 2016-17 Business Plan

### 1. DEPARTMENTAL OVERVIEW

This document highlights the Business Plan for the Northwest Territories (NWT) Department of Health and Social Services (Department) for the 2016-17 fiscal year.

The Government of the Northwest Territories (GNWT) and the Department is setting a new direction for the NWT health and social services system. This business plan year marks a period of significant opportunity and change.

With the coming into force of Bill 44 (amendments to the *Hospital Insurance and Health and Social Services Act*), six regional Health and Social Services Authorities (HSSAs) will be consolidated into the Territorial Health and Social Services Authority (THSSA). While the Hay River HSSA and the Tłı̨chǫ Community Services Agency (TCSA) will continue under separate boards of management, their operations will be closely integrated with the THSSA to ensure consistent standards and quality of care for all residents. The creation of the THSSA will result in enhanced patient/client care, improved safety and more timely and consistent access to care across the entire system. This change will allow the system to work together and be more connected by sharing expertise and resources and improving the overall efficiency of the system.

### VISION

Best Health, Best Care, Better Future

### MISSION

Through partnerships, provide equitable access to quality care and services and encourage our people to make healthy choices to keep individuals, families and communities healthy and strong.

### GOALS

- Improved health status of the population through prevention and education
- Care and services are responsive to children, individual, families and communities
- Ongoing sustainability of the health and social services system

### KEY ACTIVITIES SUMMARY

- Administration and Support Services
- Ambulatory Care Services
- Community Health Programs



## Department of Health and Social Services 2016-17 Business Plan

- Community Social Programs
- Diagnostic and Therapeutic Services
- Nursing Inpatients Services
- Supplementary Health Programs

### **Mandate**

The role of the Department continues to be to support the Minister of Health and Social Services in carrying out his mandate by: setting the strategic direction for the system through the development of legislation, policy and standards; the establishment of approved programs and services; the establishment and monitoring of system budgets and expenditures; and evaluating and reporting on system outcomes and performance. The Department will remain responsible for ensuring that all statutory functions and requirements are fulfilled, ensuring professionals are appropriately licensed and managing access to health insurance and vital statistics services. With the creation of the THSSA, much of the direct service delivery previously carried out by the Department, will be moved to the THSSA.

The THSSA will be an agency of the GNWT and will be responsible to the Minister of Health and Social Services for governing, managing and providing health and social services in accordance with the plan set out by the Minister.

### **A Year of Transition**

It is anticipated that Bill 44 will come into force during the 2016-17 fiscal year. Leading up to the coming into force date, work is underway to clearly articulate the respective roles and responsibilities and to outline and document accountability requirements such as the GNWT business planning process. Additionally, during the 2015-16 Main Estimates process, the Department adopted a new accounting structure, significantly altering the reporting structure and presentation for both the Main Estimates and the Business Plans. This is the first year the Department's Business Plans are being presented under the new structure and it is anticipated that moving forward, enhancements to the reporting and presentation of the accounting structure will need to be made to clearly reflect the new accountabilities of the Department and the THSSA.

### **OPERATING ENVIRONMENT**

The creation of the new THSSA comes at time of fiscal challenge for the GNWT. With significant declines in forecasted revenues and continued growth in expenditures, there is limited capacity to support rapid transformational change. Meanwhile, the demand for health services and social programs continues to grow, driven primarily by high rates of chronic disease, an aging population, and impacts related to lifestyle choices often stemming from historical factors such as colonization, residential schools and rapid cultural change.



## Department of Health and Social Services 2016-17 Business Plan

National directions, such as the Supreme Court of Canada's decision to overturn the ban on physician-assisted dying, require the rapid development of legislative, regulatory, and policy frameworks, placing additional pressure on the system. Other pressures on the system include human resource pressures, the costs and challenges associated with providing equitable access to services for people living in remote communities, pharmaceutical costs, and increasing costs for out-of-territory physician and hospital services, as well as residential southern placements.

The NWT health and social services system is a highly-complex system that spans a number of service providers, professionals, and delivery partners from both within and outside the NWT. Often, when people access the health and social services system they are not well; they are vulnerable, and in some cases suffering from mental health or addictions issues. In addition, the needs of our population are vast and diverse including a large Aboriginal population, visible minorities, as well as remote, and sparsely populated regions.

### **Health Status of the Population**

Overall the population growth in the NWT is in slow decline. At the same time, the population is aging, with seniors representing the fastest growing age group in the NWT. The proportion of those ages 60 and over is expected to almost double by 2034. As the median age in the NWT rises, so does the demand for service, most notably increased demand for long-term care, home care, pharmaceuticals, and chronic disease related care.

Aboriginal people, including First Nations, Métis and Inuit make up 50 per cent of the NWT's population. Despite some improvements over time, there still remain significant disparities in the overall health status, compared to non-Aboriginal residents. For example, Aboriginal populations experience a reduced life expectancy and increased rates of infant mortality, diabetes and suicide.

Diabetes, hypertension, asthma and chronic obstructive pulmonary disease (COPD) are growing issues in the NWT. Between 2004-05 and 2013-14, the proportion of the population affected by diabetes has increased at an average rate of 3.0% per year, hypertension at 1.6%, asthma at 2.6%, and COPD at 1.5%. Similarly, hospitalizations represent the severity of disease and injury that occur in the NWT. Over the last ten years, the top five conditions have consistently been injuries, mental health issues, digestive system diseases, respiratory, and circulatory diseases.

Relative to the rest of Canada, the NWT population fares worse in a number of life style indicators such as: physical activity, daily smoking, heavy drinking, healthy eating and obesity. These lifestyle choices can all have serious short-term and long-term consequences such as injury, cancer, circulatory and other chronic diseases.

In 2014, the NWT had significantly lower rates of self-reported overall health, compared to the national average, with 51% reporting that their overall health was very good or excellent compared





## Department of Health and Social Services 2016-17 Business Plan

to 61% nationally. Self-reported mental health was also significantly lower than the national average, with 59% versus 72%, of the NWT reporting their mental health as very good or excellent.

Life stress on the other hand was better than the national average with only 20% reporting that their life was quite a bit or extremely stressful. Sense of community has also always been much higher than the national average with 81% of the population reporting it as somewhat strong or very strong. Life satisfaction has decreased slightly in recent years with 89% of people reporting they are satisfied or very satisfied with life. The proportion of the population hospitalized for a self-inflicted injury has been decreasing with a rate 11.3 per 10,000 in 2014-15 from 15.2 in 1996-97; and the suicide rate has decreased to 1.8 deaths per 10,000 (2009-2013) from 2.6 in 1980-1984.

The NWT has a higher rate of potentially avoidable deaths than the national average – 239 versus 171 per 100,000. In the NWT, the three leading causes of avoidable deaths were injuries, cancers and circulatory diseases. Together, the three leading causes were responsible for 74% of all potentially avoidable deaths. Achieving success in the areas of injury prevention, early detection and treatment of disease, as well as the promotion of healthy lifestyles would go a long way in reducing avoidable mortality.

The NWT infant mortality rate has declined over time and fluctuated from being statistically the same as the Canadian rate to being higher. Over half of NWT infant deaths are due to disorders in the first seven days of life (e.g., complications of placenta, cord, labour/delivery, and prematurity). Teen birth rates provide an indication of the number of children who may experience difficulties. While declining, the NWT's teen birth rate remains almost three times higher than the national rate (35 vs 13 births per 1,000).

Sexually transmitted infections (STI) have been on the rise in the NWT since the mid-1990s, more than doubling from 11 to 24 cases per 1,000 between 1996 and 2014. However, since the late 2000's, the rate of STIs has been declining. Methicillin-resistant *Staphylococcus aureus* (MRSA) infections have also been on the rise, both in the NWT and globally. The vast majority of the cases in the NWT are community based with a rate of 50.7 per 10,000. In contrast, the tuberculosis rate has changed little since 2000 with the incidence hovering between two and three cases per 10,000.



## Department of Health and Social Services 2016-17 Business Plan

### Enterprise Risk Management

Consistent with the GNWT's approach, the Department is undertaking work to implement an Enterprise Risk Management (ERM) Program across the Department. Over the last year the Department identified the most significant risks affecting its ability to achieve its objectives. In addition, the Minister requested that all HSSAs provide information related to their quality and risk management programs.

The following information highlights the Department's top 5 risks. The risks of the HSSAs are not represented in this information. Moving forward, the Department will provide clear guidelines and expectations to the HSSAs in the development of strategies to identify and mitigate risk. Enhanced accountability will also require the Minister to publicly report on the system risk management plan and mitigation measures.

1. The Department may fail to comply with its legislated mandate resulting from; the inability to provide equitable access to services in all communities, a lack of consistent program / practice standards, and insufficient capacity to enforce compliance with legislation (i.e. HIHSSA, PHA, CFS)

A failure to comply with legislation, standards and associated protocols and practices is a key systemic risk facing the Department. Exposures include reputational damage, injury or death, lawsuits and legal liability arising from an inability to deliver on the Department's mandate as legislated.

Mitigation measures include the establishment of a Standards Steering Committee to oversee the development, approval and implementation of clinical and practice standards and the inclusion of clinical standards into the Electronic Medical Record (EMR).

2. The Department may be unable to adequately capture data on the needs of the population, to allow for evidence informed resource allocation decisions and program development.

Allocation of health resources should be based, where feasible, on objective population level assessments of health status, burden of disease, injury, and disability, their preventability, and the appropriateness and effectiveness of interventions to improve health, and related costs.

Insufficient data on program and services needs of the population results in programs and services that do not always reflect population needs. Without adequate data, programming may be driven by - and be reactive to - public opinion or anecdotal information, rather than evidence informed population health needs.



## Department of Health and Social Services 2016-17 Business Plan

Mitigation measures employed by the Department include the development of an informatics strategic plan to help guide strategic IT investments to the areas of greatest need. In addition, the planned migration of the regions to the TSC Network will provide a more stable platform for existing IS systems. The Department will also undertake the development of an Analytics Strategy, to further define and prioritize analytical requirements that will support all levels of decision making (provider or patient care interventions, system management and performance monitoring, and overall population health monitoring and surveillance).

3. There is a risk of negative public perception if the Department is unable to meet patient or client needs, or fails to effectively meet the needs of individuals and communities.

An aging population, health status of the population and the availability of other policy or program supports available to NWT residents continues to increase the demand for health services and social services. There are also segments of the population that are underserved or not accessing services, as evidenced by disparities in health outcomes across our population. This may lead to negative public perception, resulting in a lack of support, legal challenges, barriers to future community engagement and ineffective decision-making processes.

Mitigation measures employed by the Department include initiatives such as the review of existing Continuing Care programs and policies to project the needs of our aging population over the next 20 years. This includes developing updated capital projections for long-term care and dementia beds and developing financing options for long-term care facilities along with a regularity framework for long-term care. Ongoing service utilization monitoring, along with population health surveillance provides additional evidence to support resource allocation and program planning decisions.

4. There is a risk that the Department may be unable to effectively meet its strategic objective of ensuring the long-term sustainability of the health and social services system.

While the Department manages the distribution of funding to HSSAs, the HSSAs have the ultimate accountability for providing approved programs and services within the allocated funding. HSSAs are challenged to manage resources in an environment where programs and services are demand driven and there is limited opportunity to discontinue or reduce services, resulting in HSSA deficits.

The nature of demand driven programs and services creates risk associated with not maintaining economic resources sufficient to meet commitments (sustainability). The lack of existing accountability mechanisms contributes to the Department's inability to effectively mitigate this risk.



## Department of Health and Social Services 2016-17 Business Plan

Mitigation measures include the development of a system wide Accountability Framework that identifies and clarifies roles, responsibilities and accountability mechanisms including: the establishment of approved programs and services to be delivered by the THSSA; along with the development of a financial plan; outlining how financial, human and other resources are to be allocated to meet objectives and priorities set by the Minister. While this will significantly improve accountability for financial and resource management, it will not fully mitigate the sustainability risk associated with providing demand driven programs and services.

### 5. Safety and operational risk stemming from a lack of coordination across the system.

The level and nature of program and service delivery variation across the regions and between the Department and the HSSAs is considerable. This provides the HSSAs autonomy to deliver the programs and services in such a way as to best meet regional needs, however, it also introduces program and service inconsistency across the health and social service system, creating varied risks and challenges in appropriately mitigating those risks.

Mitigation measures - The establishment of the THSSA will enable the creation of a consistent system-wide quality and risk management program across all regions. Enhanced accountability mechanisms will include the requirement for public reporting on the system risk management plan of both the Department and the HSSAs and corresponding mitigation measures.



## Department of Health and Social Services 2016-17 Business Plan

### PERFORMANCE MEASUREMENT

The Department created a Performance Measurement Framework (Framework) in 2015-16. The Framework and its associated performance measures help the Department to monitor and report on the health and social services as a whole, including programs and services delivered directly by the Department, and those delivered by HSSAs and the future THSSA.

The Framework illustrates three types of outcomes:

**Population Outcomes:** The ultimate outcome for the NWT Health and Social Services system is to improve the health and wellness of NWT residents. Population outcomes require a long-term commitment with substantial changes along the entire Framework. The changes in population outcomes occur over decades. The achievement of this outcome is influenced by factors external to the health and social services system, such as social determinants of health and non-health and social services related governmental policies.

**Individual and Community Outcomes:** Individual and community outcomes are dependent on the achievement of the system outcomes. Through the system outcomes, we are hoping to provide better patient experience, and to support communities and individuals to participate in community-led and health and social services system initiatives. These outcomes could be expected to occur between five to twenty years.

**System Outcomes:** The achievement of system outcomes is dependent on the level of achievement of the system activities and outputs. Attainment of these outcomes is anticipated to occur over a shorter time period (one to five years). System outcomes include enhancing value for money, improving the responsiveness of services and care to the needs of NWT residents, and supporting the health and wellness of NWT residents.

The Framework represents a shift to reporting on what matters, including long term outcomes that represent the health and wellbeing of the population. It is important to understand that the health and social service system has a changing level of influence on these outcomes. Our system can only influence the health system, community and individual population outcomes; it cannot control these outcomes.



## Department of Health and Social Services 2016-17 Business Plan

### Summary of Performance Measures by Key Activity

Key Activities	Performance Measures	1. Administrative and Support Services	2. Ambulatory Care Services	3. Community Health Programs	4. Community Social Programs	5. Diagnostic and Therapeutic	6. Nursing Inpatient Services	7. Supplementary Health Programs
	Staff Safety	✓						
	Staff Vacancies	✓						
	No Shows	✓						
	Ambulatory Care Sensitive Conditions		✓					
	Avoidable Death due to Preventable Causes			✓				
	Long Term Care Placement Wait Times			✓				
	Perceived Health			✓				
	Smoking			✓				
	Diabetes Incidence			✓				
	% of Bed Days Alternative Level of Care			✓				
	% Emergency Room Visits Non Urgent			✓				
	% of Mental Health Hospitalizations due to Alcohol & Drugs			✓				
	% Repeat Mental Health Hospitalizations			✓				
	Average # Placements Per Year				✓			
	Placement in Aboriginal Home				✓			
	Child Safety				✓			
	Family Violence Shelter Repeat Stays				✓			
	% Telehealth Sessions Clinical					✓		
	Patient/Client Satisfaction						✓	
	Inpatient Falls in NWT Hospitals						✓	
	Medical Travel Cases - % with Escorts							✓



## Department of Health and Social Services 2016-17 Business Plan

### **PRIORITIES OF THE 18<sup>TH</sup> LEGISLATIVE ASSEMBLY**

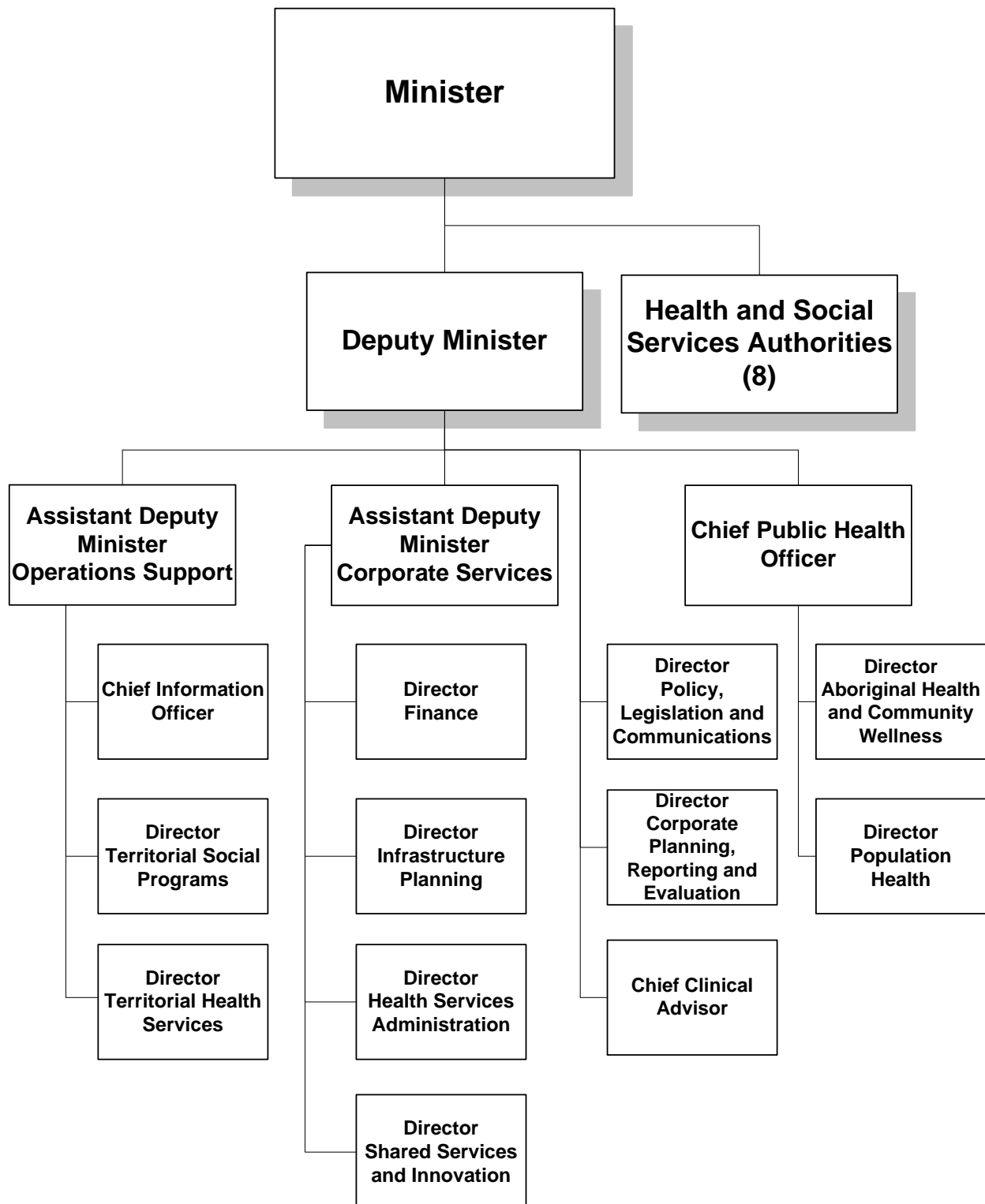
The Department of Health and Social Services supports the priorities of the 18<sup>th</sup> Legislative Assembly in the following ways:

- Supporting quality early childhood development in collaboration with existing organizations;
- Focusing on mental health and addictions by ensuring that services are delivered locally with culturally-appropriate methods;
- Taking action so that seniors can age in place;
- Fostering healthy families by focusing on wellness, prevention and improved nutrition;
- Taking action on the crisis of family and community violence; and
- Collaborating and fostering government-to-government relationships with Aboriginal governments.





## Department of Health and Social Services 2016-17 Business Plan







## Department of Health and Social Services 2016-17 Business Plan

### 2. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Revised Estimates</b>	<b>2015-16 Main Estimates</b>	<b>2014-15 Actuals</b>
<b>Operations Expenses by Activity</b>				
Administration & Support Services	76,734	80,552	78,689	74,738
Ambulatory Care Services	62,656	66,666	60,374	64,188
Community Health Programs	152,435	156,008	149,037	147,678
Community Social Programs	27,418	27,416	27,388	27,274
Diagnostic & Therapeutic Services	24,302	24,630	24,625	24,023
Nursing Inpatient Services	35,977	34,220	34,412	33,363
Supplementary Health Programs	33,484	35,482	32,361	30,062
<b>Total</b>	<b>413,006</b>	<b>424,974</b>	<b>406,886</b>	<b>401,326</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	21,935	22,457	22,342	23,216
Grants and Contributions	289,455	289,057	286,473	272,684
Other	90,345	102,189	86,800	95,855
Amortization	11,271	11,271	11,271	9,571
<b>Total</b>	<b>413,006</b>	<b>424,974</b>	<b>406,886</b>	<b>401,326</b>
<b>Revenues</b>	<b>46,620</b>	<b>48,820</b>	<b>48,820</b>	<b>46,283</b>



## Department of Health and Social Services 2016-17 Business Plan

### HUMAN RESOURCES SUMMARY

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Main Estimates</b>
<b>Department</b>		
Yellowknife Headquarters	157	153
Regional / Area Offices	21	25
Other Communities	-	-
	<b>178</b>	<b>178</b>
<b>Heath and Social Services Authorities</b>		
Yellowknife Headquarters	-	-
Regional / Area Offices	1,161	1,129
Other Communities	299	291
	<b>1,460</b>	<b>1,420</b>
<b>Total Number of Positions</b>	<b>1,638</b>	<b>1,598</b>



## Department of Health and Social Services 2016-17 Business Plan

### 3. KEY ACTIVITIES

#### Key Activity 1 - Administrative and Support Services

##### DESCRIPTION

Under the authority of the Minister, the **Directorate** provides strategic leadership to the Department and the Health and Social Services Authorities. This includes responsibility for the overall establishment of strategic direction and co-ordination of reform initiatives aimed at ensuring the long-term sustainability of the health and social services system. The Directorate is also responsible for co-ordination of broad system planning and providing innovative leadership.

**Administration** activities include planning, organizing, directing and controlling the delivery of health and social programs and services in accordance with government policy and legislation with focus on quality improvement, risk management, privacy protection, infection control and communications.

**Finance** provides financial planning and management services for the health and social services system. Services include financial planning, analysis and reporting, implementation and monitoring of internal controls, accounting and audit functions, and the administration of agreements.

**Strategic Human Resources** include system human resource planning which provides coordination of system-wide planning for and promotion of health and social services careers. This includes 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. Personnel services such as employee compensation and benefits management, staff recruitment, and personnel record keeping services are provided to the Department and the Authorities by the Departments of Finance and Human Resources, with the exception of the Hay River Health and Social Services Authority which administers its own personnel services.

**Systems Support** administers and supports enterprise-wide health and social services application systems that are critical to health and social services delivery in the Northwest Territories.

**Facility Maintenance and Support** units within hospitals across the Authorities provide general servicing, repair and maintenance of the grounds, buildings, and equipment of the health and social services facilities. Units also provide operational support services such as housekeeping, security, laundry and linen services, material management, bio-medical engineering, and the coordination of volunteer services.

**Client Support Services** includes the Health Services Administration office in Inuvik that registers clients for vital statistics and health care eligibility and is responsible for the administration of Health Benefit Programs. Also included in Client Support Services are those units in health facilities



## Department of Health and Social Services 2016-17 Business Plan

that co-ordinate admission and discharge of patients, maintain health records, and administer official languages and interpretation programs.

### GOALS

#### **Better Future - Build a sustainable health and social services system**

- Enhance the skills, abilities and engagement of the health and social services workforce
- Support innovation in service delivery
- Improve accountability and manage risk
- Ensure appropriate and effective use of resources

### DEPARTMENTAL HIGHLIGHTS

#### **System Transformation**

Moving forward with System Transformation supports the GNWT's mandate to continue with the integration of the health and social services system and the Department's goals of improved partnership and collaboration, improved accountability and risk management and appropriate and effective use of resources.

The Department, along with the HSSAs, has made good progress in moving forward with the creation of the THSSA and the work necessary for Bill 44 to come into force. On June 4<sup>th</sup> 2015, Bill 44 received assent in the Legislative Assembly. New organizational structures, job descriptions and the hiring of the first THSSA Chief Executive Officer are complete. Regulations, eligibility criteria and nomination process are drafted for the establishment of Regional Wellness Councils and the Territorial HSSA Board of Management (Territorial Leadership Council), along with orientation packages and training material.

While the coming into force of Bill 44 and transition into a new organizational structure is referred to as "System Transformation", these milestones are merely catalysts for the significant change required to transform the system into a single cohesive entity. In reality, system transformation has been happening within the NWT health and social services system for a number of years, and it is anticipated that transforming the system will likely span the next three years or more.

Achieving broad transformational change in large complex organizations requires tremendous energy, effort, and resources to support and sustain the necessary change. Planning and analysis is underway on a number of critical change initiatives such as:

- Identifying and clarifying roles, responsibilities and accountability mechanisms that include planning, budgeting, reporting and auditing requirements for the new structure (Accountability Framework);
- The development and plan for adoption of a single set of medical staff bylaws;
- The development and plan for adoption of a single set of corporate bylaws;



## Department of Health and Social Services 2016-17 Business Plan

- Drafting and adopting a single set of clinical standards;
- The development and implementation of a single set of operational policies; and,
- A review of existing processes and administrative requirements for the coordination of services related to Strategic Human Resource, Information Systems, and Finance and Procurement systems for the THSSA.

### Supporting Innovation

Supporting innovation in service delivery through the use of e-Health and social services technology directly supports the Department's goal of building a sustainable health and social services system. New technology enables the fast delivery of quality health and social services across the NWT by linking professionals and care providers with patients/clients, and with each other, no matter where they are. Implementing e-Health and social services technology improves access to patient/client information, which enables better care decisions and better outcomes and supports evidence-based decision making.

- The system-wide adoption and roll out of a single Electronic Medical Record (EMR) will go a long way in supporting coordinated service delivery. It will provide a stable and consistent platform for the sharing of consistent clinical and practice standards, patient information, and is a potential source of data for monitoring patient level outcomes, provider interactions, and population health level information.

The EMR has been rolled out in Yellowknife, Hay River, Fort Smith, and Stanton. In 2016-17 deployment of the EMR will continue in the Tłıchʔ, Sahtu, Dehcho and Beaufort-Delta regions.

- To support *Building Stronger Families* and updates to the *Children and Family Services Act*, the Department has begun work on an updated Children and Family Information System (CFIS). Activities identified for 2016-17 include the identification of training requirements, development and implementation of a solution roll-out plan including testing, training, privacy and security work, and change management. The Structured Decision Making (SDM) tool planned for NWT-wide Child and Family Services roll-out is also planned to be built into the new CFIS solution.
- Work is also underway on a Territorial Clinical Information System. Planned activities for 2016-17 include development of a strategic roadmap, project resourcing, defining of requirements and, development of a clinical information system Request for Proposal (RFP).

Work is also under way to develop options to move the THSSA to a single Financial Information System. The Department provides approximately \$280 million to the HSSAs, representing a substantial portion of the overall operating budget of the GNWT. At present, these funds are managed by eight HSSAs, each using a different financial information system.

In 2016-17, the newly created THSSA will become responsible for the effective and efficient management of the majority of funds previously provided to the HSSAs. In order to move forward



## Department of Health and Social Services 2016-17 Business Plan

with the migration to a single financial system, the Department will first undertake a review of existing business processes with the aim of developing standardized processes in 2016-17. Based on findings from the review, a business case will then be developed to provide options and cost estimates to bring the THSSA on to a single financial information system. Work on adopting and implementing standardized process will be carried out in the 2016-17 and 2017-18 fiscal years.

### **Legislative and Policy Framework in support of the Health and Social Services mandate**

During 2016-2017, the Department of Health and Social Services has taken on a number of legislative and policy projects in support of a modern and comprehensive legislative framework. Some of these projects will be carried out over the life of the 18<sup>th</sup> Assembly.

#### Marriage Act

The Act will be updated to ensure consistency with recent changes to the federal *Civil Marriage Act*, and to modernize the language and administrative practices. In 2015, the federal legislation was amended to limit the absolute minimum age someone may marry to 16. The NWT *Marriage Act* lists familial relationships that may bar lawful solemnization of marriage which is inconsistent with the federal *Marriage (Prohibited Degrees) Act*.

#### Vital Statistics Act

The Act will be updated to make the process for amending gender on a birth registration more consistent with legislation in other jurisdictions and human rights ruling. The Act will also be amended to allow names to be registered in fonts other than the Roman alphabet. To be responsive to the needs of residential school survivors who wish to go back to one name, the requirement for a given name and surname will be removed from the Act. A consequential amendment to the *Change of Name Act* will be required.

#### Physician-Assisted Dying

New legislation will be developed in order to abide by the Supreme Court of Canada decision to strike down the Criminal Code prohibition on physician-assisted dying.

#### Pharmacy Act

The *Pharmacy Act* will be amended to expand pharmacists' scope of practice to better reflect the modern practice of pharmacy and be more consistent with other jurisdictions' legislation.

#### Insured Services Act

The Department will move forward with a proposed renewal of the insured services legislative framework to improve transparency, reduce administrative burdens, and better meet the needs of NWT residents. As part of this work, the Department will be recommending stand-alone legislation on insured services, thereby removing the insured services piece within *Hospital Insurance and Health and Social Services Administration Act* and replacing the *Medical Care Act*.



## Department of Health and Social Services 2016-17 Business Plan

### Tobacco Control Act

Modernize the Act to include the increasing variety of tobacco products available and to reflect the restrictions/prohibitions being proposed for the federal *Tobacco Act*.

### New Long-Term Care Act

There is the need to develop a new Act to establish a regulatory framework for the provision of long-term care.

### Policy Framework in support of the Health and Social Services Mandate

The Department of Health and Social Services is focused on reviewing and renewing the GNWT health and social services policy framework to support Department and government-wide priorities.

### GNWT Supplementary Health Coverage Policies

The Department will be exploring options for the restructuring of supplementary health coverage programs offered by the GNWT. Coverage is currently offered through the Extended Health Benefits Policy, Metis Health Benefits Policy, and an Indigent Health Benefits Program.





## Department of Health and Social Services 2016-17 Business Plan

### PERFORMANCE MEASURES

**Goal: Build a sustainable health and social services system**

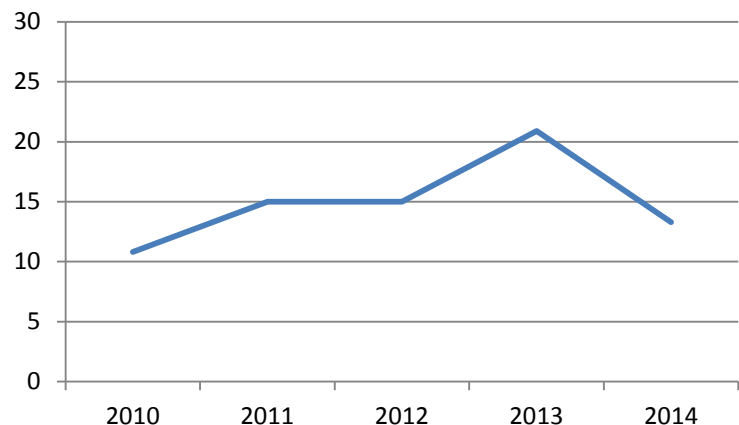
**NWT HSS System Workplace Safety Claims  
Number per 100 Employees by Calendar Year**

**What is being measured?**

The number of workplace safety claims per 100 employees.

**Why is this of interest?**

Ensuring staff safety is very important in any workplace but especially in health care and social services where front-line employees are relatively more vulnerable to injury in performing their daily tasks than most other GNWT employees.



**How are we doing?**

Over the last five years the overall rate of safety claims have significantly increased from 10.8 per 100 employees in 2010 to 13.3 per 100 in 2014. The 2014 rate is over twice that of the rate for the rest of the GNWT.

**Sources**

Department of Human Resources and Workers Safety and Compensation Commission.





## Department of Health and Social Services 2016-17 Business Plan

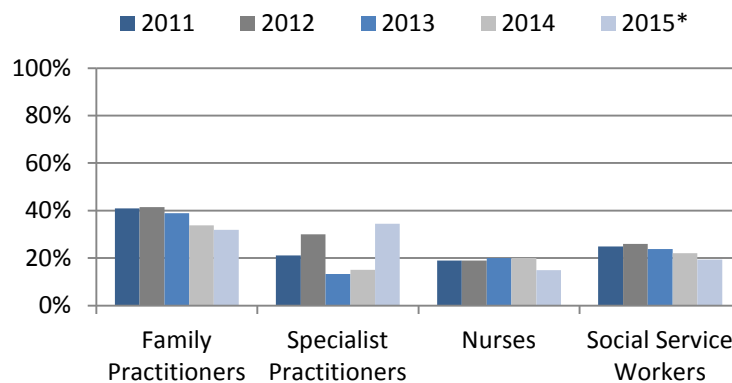
### Health and Social Services Human Resource Vacancy Rates as of March 31

#### ***What is being measured?***

The vacancy rate for general physicians, specialist physicians, nurses and social workers

#### ***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 health care professionals. This reliance on a temporary workforce creates significant challenges in delivery of consistent quality care and contributes to higher costs.



\* May 5, 2015 for Practitioner rates.

Monitoring and analysis of health human resource statistics allows for the development of informed human resource planning, recruitment, education and training initiatives.

#### ***How are we doing?***

Vacancy rates have fluctuated over the last five years by profession. Recent vacancy rates for family practitioners and specialist practitioners are 32% and 35% respectively; whereas rates for nurses and social workers are 15% and 19% respectively.

#### ***Notes***

Vacancy rates do not include those positions filled by casual or contracted workers (e.g. physician locums). Vacancy rates for nurses exclude relief positions.

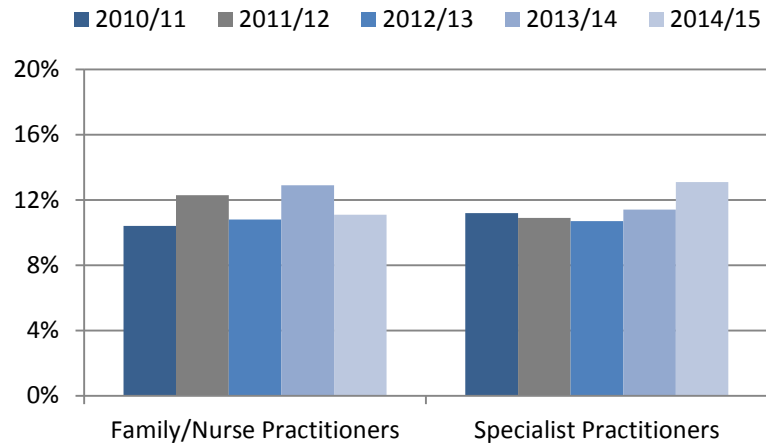
#### ***Sources***

NWT Department of Human Resources and NWT Department of Health and Social Services.



## Department of Health and Social Services 2016-17 Business Plan

### No Show Rates by Fiscal Year



#### ***What is being measured?***

Scheduled patient appointments with a specialist, family physician or nurse practitioner, where the patient does not show up.

#### ***Why is this of interest?***

Managing “no shows” contributes to the sustainability of the health care system and ensures our resources are being used effectively and efficiently.

#### ***How are we doing?***

No show rates have fluctuated between 10% and 13% for family/nurse practitioners and 11% and 13% for specialists over the last five years.

#### ***Notes***

No show rates are estimated for specialists in 2011-12 and for family practitioners in 2014-15.

#### ***Sources***

NWT Department of Health and Social Services, and NWT Health and Social Service Authorities.



## Department of Health and Social Services 2016-17 Business Plan

### Key Activity 2 - Ambulatory Care Services

#### DESCRIPTION

**Emergency Services** refers to the assessment, diagnostic and treatment services to individuals with conditions requiring prompt medical attention.

**Specialty Clinics** refer to all clinics where diagnostic, consultative, and treatment services are provided, typically as the result of a referral from a primary care practitioner. Specialist services include Internal Medicine, General Surgery, Pediatrics, Obstetrics/Gynecology, Orthopedics, Urology, Orthopedic Back, Pediatrics Cardiology, Pediatrics Orthopedics, Oncology, Ophthalmology, Gynecology Oncology, Nephrology, Otolaryngology (ENT), Rheumatology, and Neurology provided by both resident and locum physicians.

**Out of Territory Hospitals** refers to insured hospital services to Northwest Territories' residents received outside the NWT.

**Physicians outside the NWT** refers to insured physician services to Northwest Territories' residents received outside the NWT.

#### GOALS

**Best Care: Care and services are responsive to children, individuals, families, and communities;**

- Provide equitable access to safe, quality, care and services that are appropriate for our residents' needs;
- Reduce gaps and barriers to current programs and services;
- Enhance the patient/client experience; and
- Ensure programs and services are culturally sensitive and respond to community wellness needs.

#### DEPARTMENTAL HIGHLIGHTS

The Department does not directly deliver ambulatory care services, but rather sets the standards and guidelines and establishes the approved programs and services by which the HSSAs operate. The Department also establishes the funding and monitors and reports on HSSAs activity to ensure care and services are responsive to children, individuals, families and communities.

In order to meet the Department's goals of providing equitable access to safe, quality care that is appropriate for our residents' needs and enhancing the patient client experience, the NWT Patient



## Department of Health and Social Services 2016-17 Business Plan

Experience Questionnaire is conducted regularly as part of the Department's system-wide evaluation and reporting system. Patient satisfaction is used to measure the effectiveness of health programs and services and is integral to providing quality healthcare. As part of the quality assurance and accreditation process, patient satisfaction provides another dimension in the assessment of the effectiveness and efficiency of the healthcare system. Results from the questionnaire help the HSSAs and the Department to identify what we are doing well and where opportunities for improvement exist.

- In 2016-17 the Department will conduct the 2016 NWT Patient Experience Questionnaire. The Department will also work with the newly formed THSSA to develop options for system-wide accreditation to provide assurance of quality and patient/client experience and provide clear guidelines and expectations for the development of a system-wide quality and risk management program.
- In 2016-17 the HSSAs will expand the Territorial Renal Program to better support the projected increase in the number of patients with chronic kidney disease requiring dialysis. While the proposed expansion will not fully accommodate the projected demand in the NWT, it will accommodate an additional 13 hemodialysis patients; greatly reducing the stress on the program and supporting our goal of providing equitable access to safe, quality, care and services that are appropriate for our residents' needs.



## Department of Health and Social Services 2016-17 Business Plan

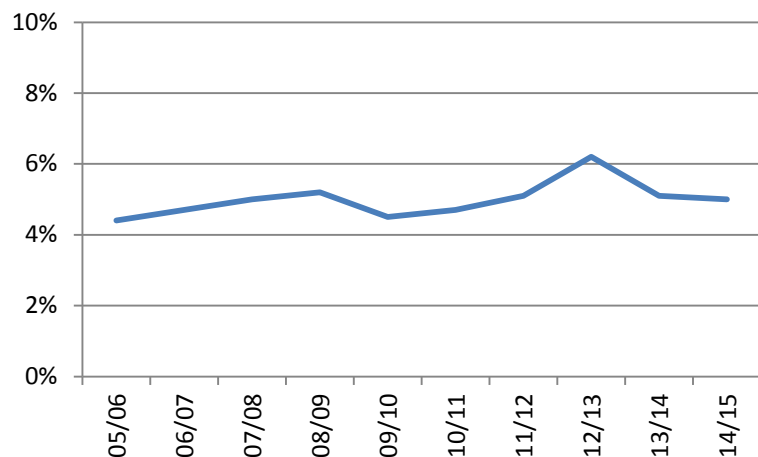
### PERFORMANCE MEASURES

**Goal:** *Care and services are responsive to children, individuals, families, and communities;*

#### Ambulatory Care Sensitive Conditions as a proportion of Overall Hospitalizations by Fiscal Year

**What is being measured?**

Hospitalizations for ambulatory care sensitive conditions (ACSC) as a proportion of overall hospitalizations. An ACSC hospitalization is where the primary (most responsible) diagnosis for the hospitalization is one of the following conditions: asthma, chronic obstructive pulmonary disease (COPD), diabetes, epilepsy, angina, heart failure and pulmonary edema, or hypertension.



**Why is this of interest?**

A hospitalization where the primary diagnosis is an ACSC represents "... a measure of access to appropriate primary health care. While not all admissions for these conditions are avoidable, it is assumed that appropriate ambulatory care could prevent the onset of this type of illness or condition, control an acute episodic illness or condition, or manage a chronic disease or condition. A disproportionately high rate is presumed to reflect problems in obtaining access to appropriate primary care."

The NWT ACSC hospitalization rate (age-standardized) is over twice the rate nationally at 64.2 per 10,000 (population) versus 28.3 per 10,000 (2013-14).

**How are we doing?**

The proportion of total hospitalizations for ambulatory care sensitive conditions has remained steady for most of the period under review – fluctuating between 4.5% and 5.2% between 2005-06 and 2014-15, with the exception of 2012-13 where it grew to 6.1%.

**Sources**

Canadian Institute for Health Information, and NWT Department of Health and Social Services.



## Department of Health and Social Services 2016-17 Business Plan

### Key Activity 3 - Community Health Programs

#### DESCRIPTION

**Community Clinics and Health Centers** provide primary care services which are considered the first level of contact for individuals, families, and communities within the health system. These services are provided through health centers, community clinics and public health clinics.

**Homecare and Support Services** provide support to eligible northern residents for acute, chronic or palliative care clients, including personal care, nutrition and respite services.

**Population Health** services are aimed at broad population health through the 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, environmental health, disease control and epidemiology.

As legislated by the Mental Health Act and through the establishment of program standards and monitoring, support is provided to front line staff, supervisor and managers in the delivery of **Community Mental Health and Addictions programming**. Programs in this area include those aimed at addressing alcohol and drug addictions including On-the-Land programming and residential treatment facilities.

**Programs for Residential Care Adults and Children** provides supportive living arrangements in a residential/group home setting for an extended period of time to meet physical, emotional, spiritual, and psychosocial needs. This includes facilities such as long term care facilities, group homes for adults, and residential care both inside and outside the NWT.

#### GOALS

##### **Better Health: Improve health status of the population through prevention and education**

- Promote healthy choices and personal responsibility through awareness and education
- Decrease incidence of chronic disease with a focus on diabetes and cancer
- Reduce incidence of addictions
- Provide targeted access to services for high-risk populations to reduce disparities in health status and the impacts of social determinants

##### **Care and services are responsive to children, individuals, families, and communities;**

- Provide equitable access to safe, quality, care and services that are appropriate for our residents' needs;
- Reduce gaps and barriers to current programs and services;



## Department of Health and Social Services 2016-17 Business Plan

- Enhance the patient/client experience; and
- Ensure programs and services are culturally sensitive and respond to community wellness needs.

### DEPARTMENTAL HIGHLIGHTS

The Department does not directly deliver primary care services through health centers, community clinics and public health clinics. Similarly, homecare and support services, community mental health and addictions programming, and programs for residential care adults and children are not delivered by the Department, but rather the Department sets the standards and guidelines and establishes the approved programs and services by which the HSSAs and other service delivery partners operate. The Department also establishes the funding and monitors and reports on HSSA and delivery partner activity to ensure care and services are responsive to children, individuals, families and communities.

In the case of promotion and prevention and population health services, some components of direct service delivery reside within the Department, as well as within the HSSAs. In addition, promotion and prevention activities are often carried out by Aboriginal governments and non-government delivery partners.

The NWT Clinical Standards Steering Committee (CSSC) provides a coordinated approach to the approval and review of Territorial Clinical Standards and Clinical Practice Guidelines. The committee guides the implementation and monitors compliance. The CSSC is chaired by the Chief Clinical Advisor. It includes Department officials and members of both the Medical Directors Forum and the Nursing Leadership Forum.

In 2016-17, the Department is reviewing and renewing its NWT Clinical Practice Guidelines for Primary Community Care Nursing. These Guidelines set the standard of treatment and care across the NWT system. The current Clinical Practice Guidelines have not been updated since 2004. Renewing the Guidelines will support the Department in providing effective guidance and ensuring a high quality standard of care.

### Responding to the Priorities of the 18<sup>th</sup> Assembly

#### **Focusing on mental health and addictions by ensuring that services are delivered locally with culturally-appropriate methods**

In October of 2015, Bill 55 (a bill to modernize the *Mental Health Act*) received assent. Over the 2016-17 fiscal year, the Department will move forward with planning and the drafting of regulations in anticipation of the new Act coming into force.





## Department of Health and Social Services 2016-17 Business Plan

The Department is prioritizing culturally appropriate programs and services, and the development of a Mental Health and Addictions Strategic Framework in 2016/17. Through this work, it will make improvements to outpatient mental health services with a focus on youth mental health services in schools and communities. It has retained the support of an expert panel to provide system level direction and advice, and will complete a Mental Health and Addictions Strategic Framework in June 2017. Associated Action Plans focusing on mental health, addictions, and youth mental health and addictions, will also be completed in the 2016/17 fiscal year. These guiding documents will help to address gaps in integrated community based services and enhance treatment options at local and regional levels, with a specific focus on aftercare.

In order to learn from actions taken by the Department and communities, the Department will conduct an evaluation of a land-based healing program in 2016/17, model and evaluate a mobile addictions treatment team, and continue to compile baseline data on mental health and addictions services so that the Government can be held to account for the performance of its mental health and addictions services. These projects are well underway; a land-based program evaluation framework has been developed, the mobile addictions treatment pilot project was completed and evaluation is underway, and the Community Counselling Program data monitoring tool was rolled out on April 1, 2015. These activities are supporting commitments made in the GNWT mandate.

### **Taking action so that seniors can age in place**

Seniors are the fastest growing demographic in the NWT. Consistent with the GNWT mandate, the Department is committed to supporting seniors to ensure they can live in their own homes for as long as possible and ensure appropriate supports are in place for seniors who can no longer do so. In order to meet the projected demand for this aging demographic, the Department is completing a review of existing programs and policies to project the needs over the next 20 years. This includes developing updated capital projections for long-term care and dementia beds and developing financing options for long-term care facilities along with a regularity framework for long-term care.

In 2016-17, the Department will continue to implement the priority actions of the *NWT Continuing Care Service Delivery Action Plan*. It is anticipated that the *NWT Continuing Care Service Delivery Action Plan* will be completed in the fall of 2016, following which the Home Care Review and Palliative Care priorities will begin. Their anticipated completion date is 2017-18.

### **Fostering healthy families by focusing on wellness, prevention and improved nutrition**

In collaboration with the Department of Education, Culture and Employment (ECE), the Department is entering its third year of the *Right from the Start Framework* to improve early childhood development (ECD) in the NWT. Together with ECE, the Department will launch a one-year 2016-17 Action Plan outlining work towards the advancement of the *Right from the Start Framework*. This one year ECD Action Plan is in direct support of the GNWT mandate and includes the continued support of many previously identified ECD projects to ensure they are sustained through





## Department of Health and Social Services 2016-17 Business Plan

implementation. The 2016-17 ECD initiatives are as follows:

- Continue support of three early childhood intervention pilot projects operating in the Beaufort-Delta, Dehcho, and Tłı̨chǫ regions. In 2016-17 the pilot projects will be in year two of three, and a report on the first year of implementation will be completed and used as part of the ongoing data collection and evaluation of the early intervention pilot projects. Findings from the pilot projects will inform the future design of territorial early childhood intervention services.
- Enhance access to early intervention services for children aged 0-5 by building on the findings and recommendations from the evaluations of Tele-Speech and Rehabilitation Services. These evaluations will be completed in early 2016-17, with program options developed shortly afterwards.
- Further development of a new oral health approach and continue to provide support for sustainable nutrition strategies. Projects include the development and testing of oral health prevention programming targeting prenatal and infant/child health programs; work with licensed child day care facilities to improve promotion and prevention programming and the development of a revised oral health treatment delivery model.
- Build on the success of existing midwifery programs to enhance access to birthing services and pre- and post natal care, and begin work to develop a territorial midwifery program. The Department will modernize policies, processes and standards to support a future territorial midwifery program, begin consultation on a territorial midwifery program, and scope out program options for a territory wide midwifery model based on what the Department has learned from existing NWT midwifery programs.
- Continue to collaborate with ECE to support community wellness initiatives focusing on early childhood funding and expertise. In 2016-17 the Department will coordinate and co-host a Territorial ECD Forum and six Regional ECD Forums with ECE, and as well as refresh Community Wellness Plans to include and improve ECD components.
- The Department currently offers the Healthy Family Program to communities across the NWT. In 2016-17, it will review the standards and delivery methods of the Healthy Family Program to determine whether there are more effective ways to reach families-at-risk. The Department has begun this work by initiating a contract for the Healthy Family Program Review and organizing a territorial workshop for Healthy Family Program coordinators to guide the refreshment of the Healthy Family Program. The Review and Refreshment work will be completed at the end of 2016-17.

In addition to supporting early child development through the *Right from the Start Framework*, the Department is working to reduce the burden of chronic disease by promoting healthy living and improving screening. It is specifically focusing on the promotion of healthy eating through the



## Department of Health and Social Services 2016-17 Business Plan

Healthy Family Collective Kitchens program, and the Drop the Pop campaign. Healthy Family Collective Kitchens program enhances cooking skills and addresses food security by providing access to healthy ingredients and recipes. Drop the Pop is aimed at children and youth and will be expanded to include more schools in 2016-17, as well as recreation facilities and day cares.

The Department had seen success in the implementation of community-based Healthy Living Fairs in 2015-16 and will continue to host these fairs in 2016-17 in 18 communities.

The NWT continues to have high rates of smoking compared to other jurisdictions in Canada. In 2016-17, the Department will increase the awareness and availability of smoking cessation aides by strengthening partnerships with; retailers, extended health benefits providers, prescribers, and educators in tobacco cessation. The Department will also strengthen its tobacco reduction approaches for community-based workers, including approaches for peer support. Updated tobacco control legislation will be developed and proposed after completing a cross-jurisdictional scan and draft proposed legislation.

To address the burden of cancer, the Department released its first NWT Cancer Strategy in October 2015. In 2016-17 standardized access to cancer screening across the NWT will be done by facilitating meetings of key stakeholders to achieve consensus on the priorities for cancer screening, and develop a proposal for an integrated territorial colorectal cancer screening program. The Department will also improve supports for patients and families battling cancer by developing and distributing a cancer journey navigation resource binder, and a directory of emotional supports available to NWT cancer patients, families, caregivers and survivors.

Chronic diseases play a major role in personal, community, and territorial wellness. The Department will develop a chronic disease management framework that will give health care providers tools and training to support patients and families in the management of chronic diseases such as diabetes. Diabetes has been increasing steadily in the NWT and is the underlying cause of 10% of hospitalizations, making it a high priority chronic disease for the Department to address. In January 2016, diabetes was added as a notifiable disease under the *Public Health Act*, allowing for the establishment of a territorial diabetes registry to monitor trends and measure the impact of screening tools. In 2016-17 the Department will work on the diabetes registry and monitoring.

Community and family wellness is also greatly impacted by effects of poverty and socio-economic factors. Together with communities, community-based partners, and other stakeholders, the Department will continue to support the Territorial Anti-Poverty Strategy that was finalized in 2015. This document guides the poverty reduction work for the GNWT, communities, Aboriginal Governments and other partners. The Department will support the Anti-Poverty Strategy by administering the 2016-17, \$500,000 Anti-Poverty Fund, aimed at projects to fight poverty.

Community and family wellness form the heart of the Community Wellness Plans. In 2016-17, the Department will meet with communities to refresh their community wellness plans, as well as



## Department of Health and Social Services 2016-17 Business Plan

continue to support communities in the implementation of their plans.

### **Programs and supports for Persons with Disabilities**

To support persons with disabilities through programming and other services, GNWT departments are preparing an inventory of GNWT resources, programs and services that are available already. This work will set the stage for us to move forward by identifying gaps, and opportunities to improve access and awareness. In 2016-17, departments will focus our efforts on three pillars – ensuring that services are person-centered and family driven, improving accessibility of services and increasing awareness and education. These pillars provide an excellent starting point for our work and directly support the GNWT mandate.



## Department of Health and Social Services 2016-17 Business Plan

### PERFORMANCE MEASURES

**Goal: Improve health status of the population through prevention and education**

**Goal: Care and services are responsive to children, individuals, families, and communities;**

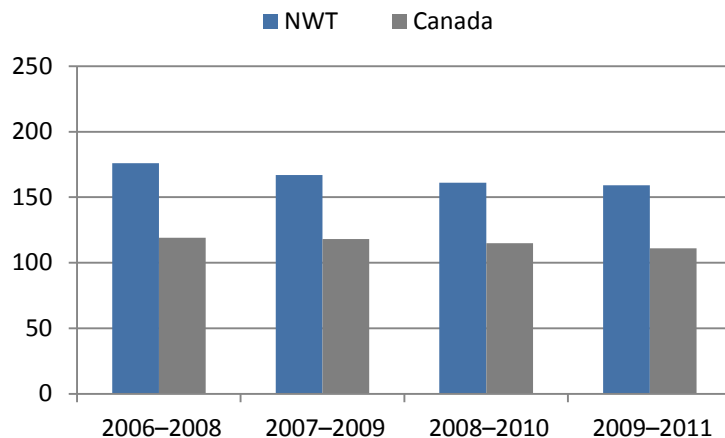
**Preventable Mortality (Deaths per 100,000),  
Three-year averages**

#### ***What is being measured?***

Deaths, occurring under age 75 years, due to causes that are considered largely preventable. The rates are age-standardized to the Canadian population.

#### ***Why is this of interest?***

“Avoidable deaths tell us about the effectiveness of health care, health promotion and disease prevention policies in preventing premature deaths. Deaths from preventable causes are those that might have been avoided through efforts such as vaccinations, lifestyle changes (such as quitting smoking) or injury prevention.”



#### ***How are we doing?***

The NWT has consistently had a significantly higher rate of mortality due to preventable causes when compared to Canada as a whole. For 2009-2011, the preventable mortality rate in the NWT of 159 per 100,000 was 43% higher than the national rate of 111 per 100,000. While the NWT has a higher rate, over time the rate has decreased by 10% between 2006-08 and 2009-11, versus a decline of 7% nationally.

#### ***Sources***

Statistics Canada and Canadian Institute for Health Information.



## Department of Health and Social Services 2016-17 Business Plan

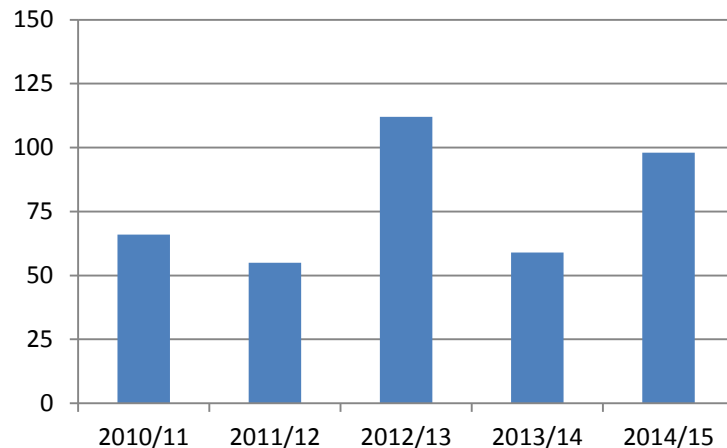
**Long Term Care – Average Wait Time (In Days)  
To Receive a Placement Offer by Fiscal Year**

***What is being measured?***

The average number of days a patient waits to receive an offer of a placement in a long term care facility.

***Why is this of interest?***

While providing timely access to long term care services is a priority for the NWT HSS system, it is also a goal to use system resources as efficiently as possible. People awaiting long term care are sometimes placed in expensive acute care beds.



***How are we doing?***

Over the last four years, the average wait time to be offered a placement in a long term care facility has ranged from 55 days to 112 days.

Long term care facilities have been running near full occupancy in recent years.

***Source***

Department of Health and Social Services.

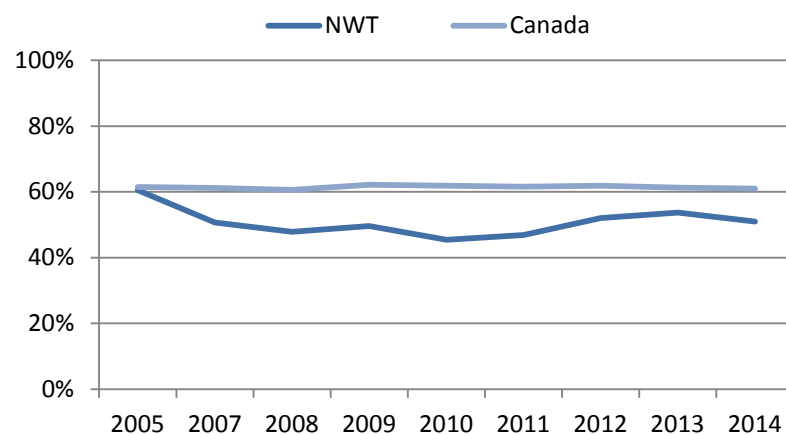
**Perceived Health - Very Good or Excellent  
Proportion Age 12 & Over**

***What is being measured?***

The proportion of the population, age 12 and over, who rate their overall health as being very good or excellent. Rates are age-standardized to the Canadian population.

***Why is this of interest?***

Self-reported health relates to how healthy a person feels, and is an important predictor of future health care use and mortality rates.





## Department of Health and Social Services 2016-17 Business Plan

### ***How are we doing?***

Currently 51% of the NWT population (age 12 and over) rated their health as very good or excellent – significantly lower than the national rate of 61%. The NWT rating has been lower than the national rate in all survey years with the exception of 2005, and outside of that year has fluctuated between 48% and 54%.

### ***Source***

Statistics Canada, Canadian Community Health Survey (National File).

### ***What is being measured?***

The proportion of the population, age 12 and over, who are current daily or occasional smokers. Rates are age-standardized to the Canadian population.

### ***Why is this of interest?***

Smoking is a largely preventable factor in a number of chronic diseases, including lung and other cancers, chronic lung problems, Type II diabetes, and cardiovascular diseases (heart attacks and strokes). Not only can smoking increase the risk of acquiring Type II diabetes, it can also increase the risk of severe complications of diabetes (such as lower limb amputations).

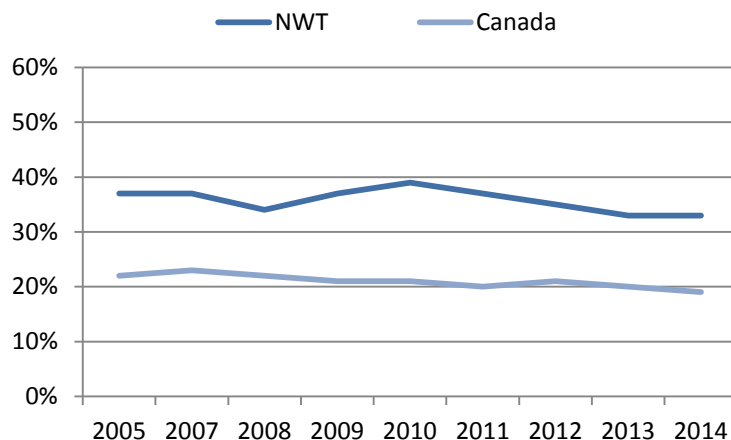
### ***How are we doing?***

Currently 33% of the NWT population, age 12 and over, report that they are daily or occasional smokers - which is higher than the national rate of 19%. Between 2005 and 2014 there have not been any significant changes in the NWT smoking rate, whereas the national rate has decreased from 22% to 19% over the same time period.

### ***Source***

Statistics Canada, Canadian Community Health Survey (National File).

**Current Smokers (Daily or Occasional)  
Proportion 12 & Over**





## Department of Health and Social Services 2016-17 Business Plan

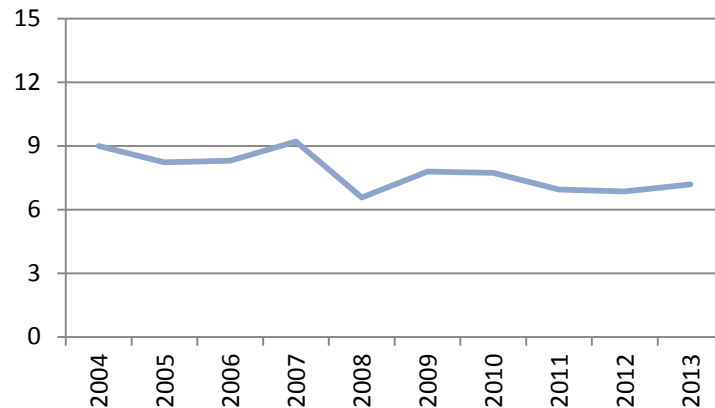
Incidence Rate of Diabetes by Fiscal Year

### ***What is being measured?***

The age-standardized incidence rate of diabetes in the NWT (new cases per 1,000 population, age 20 and over).

### ***Why is this of interest?***

Most cases of diabetes are Type II. Type II diabetes is largely a preventable condition that can lead to serious health complications and, in some cases, death.



### ***How are we doing?***

In 2013-14, there were 205 new cases of diabetes diagnosed in the NWT equaling a rate of 7.1 cases per 1,000 people age 20 and over. The rate of new cases has declined somewhat since the mid 2000s where the rate averaged 8.5 cases per 1,000 per year.

### ***Source***

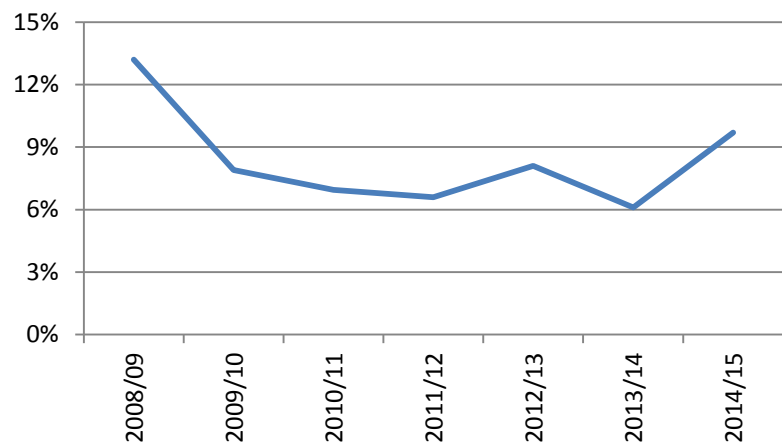
NWT Department of Health and Social Services.

Proportion of Total Acute Care Bed Days  
that are Alternative Care Days by Fiscal Year

### ***What is being measured?***

The proportion of acute care bed days that are considered to be Alternative Level of Care (ALC).

Alternative Level of Care (ALC) refers to the status of a patient who no longer requires inpatient care but still occupies an acute care hospital bed. The ALC patient cannot be released from the hospital because there is no alternative care available (e.g. home care, long-term care, etc).



### ***Why is this of interest?***

Acute care is the most expensive cost area in the health care system. ALC patients result in inappropriately used acute care beds, reducing the availability of space for patients who actually





## Department of Health and Social Services 2016-17 Business Plan

require acute care. The lower the proportion of ALC days to overall bed days, the better our response to patient needs and the greater the appropriateness of the use of health care resources.

### ***How are we doing?***

The proportion of total inpatient bed days at NWT facilities that were considered to be ALC dropped from 13.2% in 2008-09 to average about 7% between 2009-10 and 2013-14. The rate has increased to 9.7% in 2014-15 – it is difficult to tell whether this spike is anomaly or part of trend.

### ***Source***

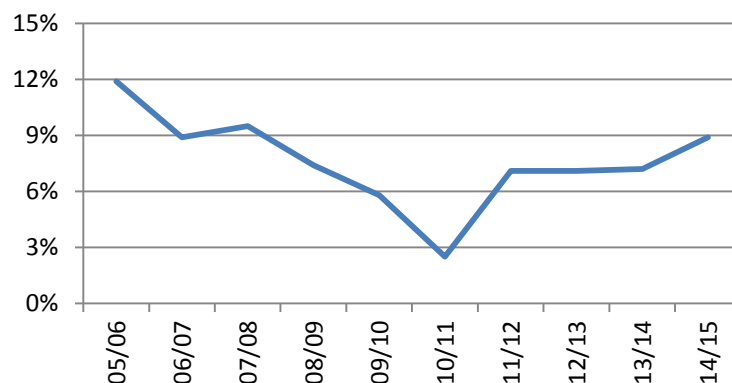
NWT Department of Health and Social Services and Canadian Institute for Health Information.

### ***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.

**Proportion of Emergency Room Visits  
that were Non-Urgent\* by Fiscal Year**



\* Stanton Territorial Hospital only.

### ***Why is this of interest?***

Patients who access emergency department services for health issues that could be seen at a primary care clinic (level 5 – non-urgent), that day or in the next day or two, are taking up staff time that could be made available to higher priority patients.

### ***How are we doing?***

At Stanton Territorial Hospital, 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 9% in 2014-15.

### ***Source***

Stanton Territorial Health Authority.





## Department of Health and Social Services 2016-17 Business Plan

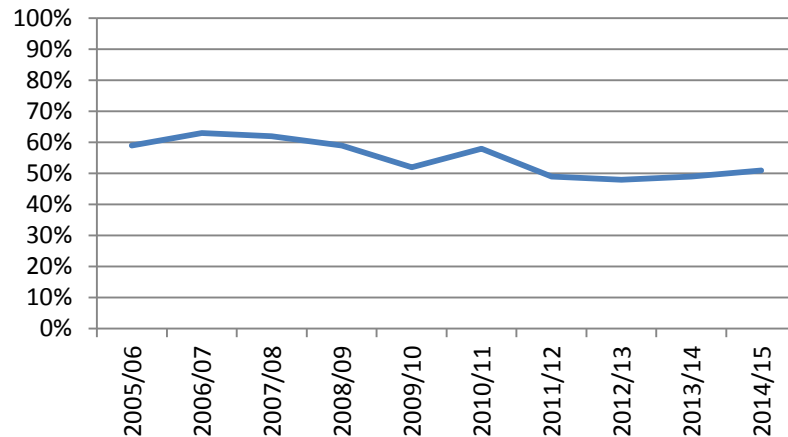
**Proportion of Mental Health Hospitalizations for  
Alcohol and Drug related Issues by Fiscal Year**

### ***What is being measured?***

The proportion of mental health hospitalizations for alcohol and/or drug (A&D) abuse related issues.

### ***Why is this of interest?***

Acute care is the most expensive cost area in the health care system. Treating addiction issues in a hospital setting may be viewed as an inappropriate use of hospital resources and indicate that existing programs are not effective in supporting patients that have an history of excessive substance abuse.



The increasing rate of hospitalization for A&D issues is also reflective of a wider problem of A&D abuse in NWT communities. The NWT's mental health hospitalization rate is on average approximately over twice that of the national average (2012-13) – primarily due to a high rate of A&D hospitalization – at seven times the national average.

### ***How are we doing?***

In the time period shown, the proportion of mental health hospitalizations due to A&D issues has decreased slightly from around 60% between 2005-06 to 2008-09 to around 50% between 2011-12 and 2014-15.

### ***Notes***

This indicator only tracks hospitalizations where the primary reason for hospitalization was an A&D issue. Patients with A&D issues could also have a secondary mental health issue(s) and/or a secondary physical issue(s) that have contributed to their hospitalization.

### ***Sources***

NWT Department of Health and Social Services and Canadian Institute for Health Information.



## Department of Health and Social Services 2016-17 Business Plan

### Proportion of Patients with Repeat Hospitalizations for a Mental Illness by Fiscal Year

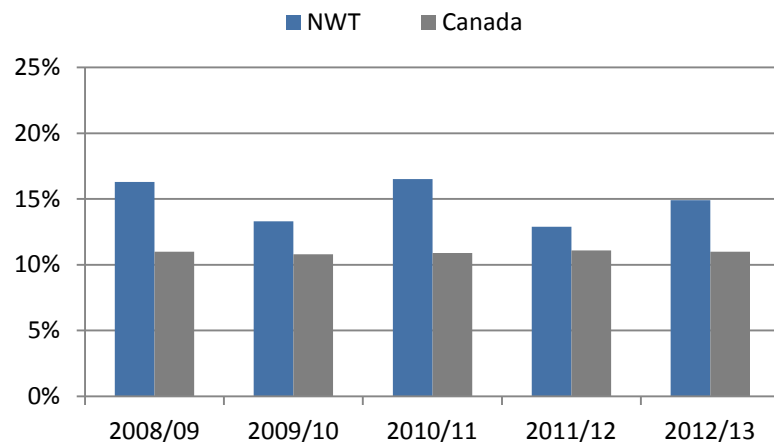
#### ***What is being measured?***

The proportion of patients with three or more hospitalizations for a mental health issue within a one-year period.

#### ***Why is this of interest?***

Frequent mental health hospitalizations may indicate problems with access appropriate care, medication and support in the community.

The NWT has a higher rate of both repeat hospitalizations for mental illness as well as mental health hospitalizations overall.



#### ***How are we doing?***

For 2012-13, the proportion of patients with repeat mental health related hospitalizations was 14.9% in the NWT compared to 11% nationally. For the time frame examined, the rate of repeat hospitalizations has fluctuated between 12.9% and 16.5% per year.

#### ***Source***

Canadian Institute for Health Information.



## Department of Health and Social Services 2016-17 Business Plan

### Key Activity 4 - Community Social Programs

#### DESCRIPTION

**Child and Family Services** programs serve to protect and support children in the NWT and encourage strong, healthy families. Activities include setting standards, monitoring performance, and providing support to front line child protection workers, supervisors, and managers. Also included is foster care, permanent custody foster care, services while in the family home and custom adoptions. Services are governed by the *Child and Family Services Act* and the *Adoption Act*.

**Adult Support Services** include programs such as day shelters, transitional housing, life and career development skills for adults and the Office of the Public Guardian which is governed by the *Public Guardianship and Trusteeship Act*.

Family Violence programs offer protection, assistance and shelter services to families that have been impacted by domestic abuse and/or violence.

#### GOALS

##### **Better Health: Improve health status of the population through prevention and education**

- Promote healthy choices and personal responsibility through awareness and education
- Decrease incidence of chronic disease with a focus on diabetes and cancer
- Reduce incidence of addictions
- Provide targeted access to services for high-risk populations to reduce disparities in health status and the impacts of social determinants

#### DEPARTMENTAL HIGHLIGHTS

##### **Responding to the Priorities of the 18<sup>th</sup> Assembly**

##### **Fostering healthy families by focusing on wellness, prevention and improved nutrition**

In August 2014, the Department released the *Building Stronger Families Action Plan* aimed at transforming child and family services. Much progress has been made, but work remains to be accomplished in 2016-17 and ongoing. To ensure compliance with the *Child and Family Services Act*, an annual audit cycle was created and a second annual audit cycle will begin in April 2016, to be completed by March 2017.

In order to assure a standard approach to risk and safety assessments for children, the Department will implement a safety and risk of future harm assessment tool. Training will take place in the



## Department of Health and Social Services 2016-17 Business Plan

spring and summer of 2016-17 to support overall implementation of the Structured Decision Making® system by March 2019.

Through *Building Strong Families*, the Department is continuing to support at-risk children and families using preventative and collaborative approaches, and by prioritizing the best interests of children and families. The Department is working to revise its permanency planning process to ensure that services for children in care focus on child development and stability, in addition to safety. The Department also intends to make improvements to coordination and delivery of family services by integrating training opportunities for service providers working in child and family services and mental health and addictions. The Department is also committed to providing its child protection workers with the necessary culturally competency training they need to ensure the system is culturally competent for Aboriginal children and families.

### **Taking action on the crisis of family and community violence**

In addition to supports for at-risk children and families through *Building Stronger Families*, the Department continues to work in collaboration with the Department of Justice (DOJ) to strengthen initiatives and partnerships to reduce and prevent family violence. The Department supports five family violence shelters across the NWT, and will continue to do so in 2016-17. This includes support for the capacity of the people who work in shelters. In 2016-17, the Department will support capacity building across the shelters through continued funding for the Shelter Support Network.

The Shelter Support Network provides an important location for programming for children who have witnessed violence and the Department continues to support this programming for children. Through protocols developed in the Dehcho, the Department has supported family violence response protocols for regions with no shelters. In 2016-17, the Dehcho protocols will be adapted and expanded to the Sahtu and Tłı̨chǫ regions. Through the *What Will It Take?* social marketing campaign, the Department will continue to deliver workshops, toolkits, and public service announcements aimed at dispelling myths about family violence and encouraging bystanders to step in. The campaign will re-launch again in 2016.



## Department of Health and Social Services 2016-17 Business Plan

### PERFORMANCE MEASURES

**Goal:** *Improve health status of the population through prevention and education*

**What is being measured?**

The average number of placements per year for children in care.

**Why is this of interest?**

Multiple changes of placement are not in the best interests of children. For younger children multiple placements can lead to attachment disorders which may have life-long negative consequences.

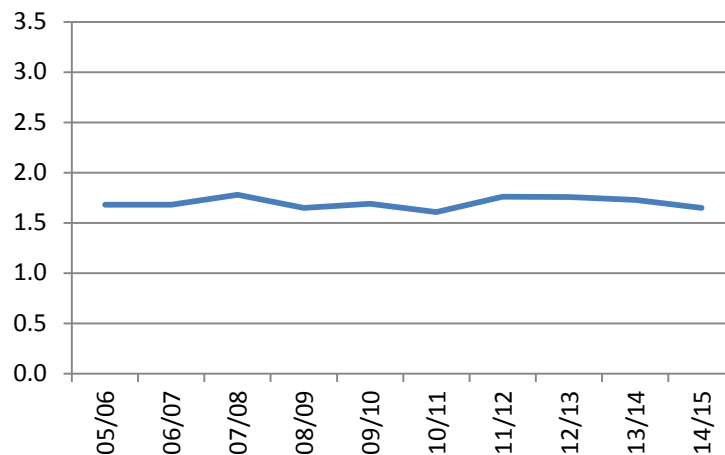
**How are we doing?**

The average number of placements per child in care has changed little year over year in the last ten years – ranging from 1.6 to 1.8 placements per year.

**Source**

NWT Department of Health and Social Services.

Average Number of Placements per Fiscal Year





## Department of Health and Social Services 2016-17 Business Plan

### Aboriginal Children in Care Proportion with Aboriginal Placements

#### ***What is being measured?***

The proportion of placements of Aboriginal children, placed out of their home, in an Aboriginal placement.

#### ***Why is this of interest?***

Between 2009-10 and 2013-14, Aboriginal children made up 97% of the children in care but only about 62% of the child population.

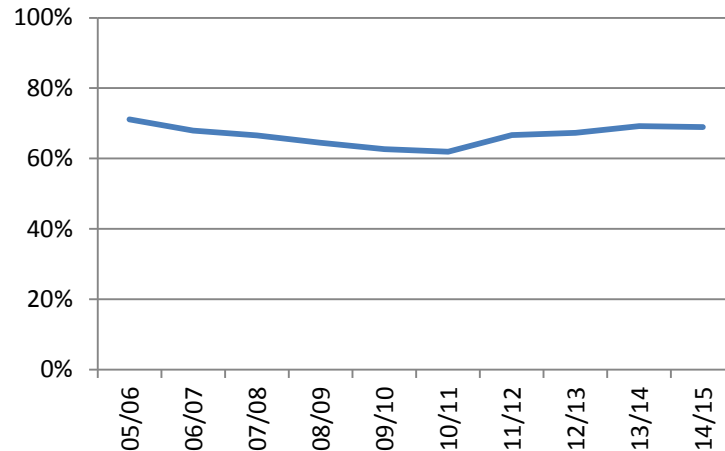
When an Aboriginal child must be placed outside of the parental home, and extended family is not an option, it is in the best interest of the child to be placed in an Aboriginal home.

#### ***How are we doing?***

In last ten years, the proportion of Aboriginal children placed in Aboriginal homes has ranged from 62% to 71%.

#### ***Sources***

NWT Department of Health and Social Services, and NWT Bureau of Statistics.



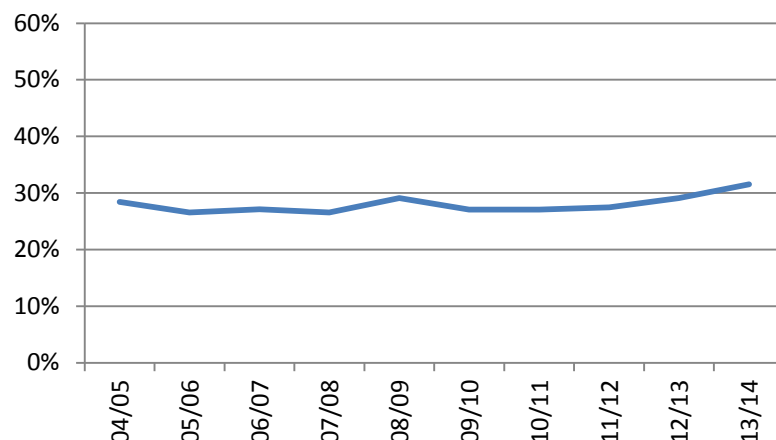
### Percentage of Children maltreated within one year of prior maltreatment by Fiscal Year

#### ***What is being measured?***

The percentage of children found to be maltreated (neglect, abuse, or parent's behaviour) within a year of the last substantiated case of maltreatment.

#### ***Why is this of interest?***

This measure focuses on the safety of children by tracking how well the child welfare system protects children from subsequent harm.





## Department of Health and Social Services 2016-17 Business Plan

### ***How are we doing?***

In eight of the last ten years, the proportion of children found to have been maltreated again (within one year) was relatively stable – averaging around 27.4%. In the last two years the rate has increased to 29.1% and 31.6% respectively.

### ***Source***

NWT Department of Health and Social Services.

**Proportion of Women and Children  
Previously Admitted to a Shelter by Fiscal Year**

### ***What is being measured?***

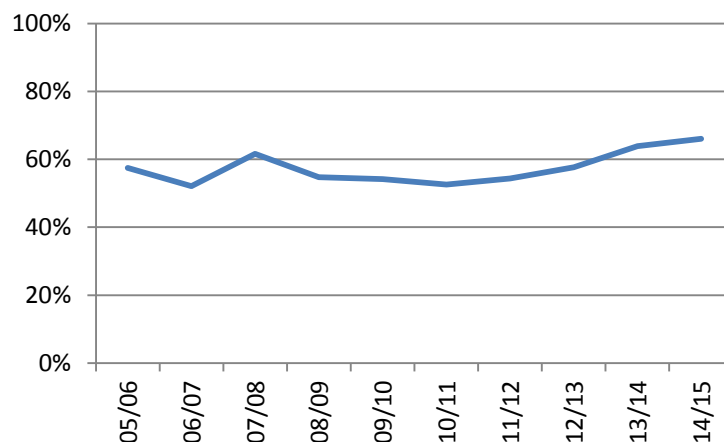
The proportion of women and children admitted to a shelter, having stayed at the shelter before.

### ***Why is this of interest?***

Shelter readmission rates track the re-victimization of women.

### ***How are we doing?***

Over the last ten years, the proportion of readmissions to shelters has increased by 15% from 57% to 66%. Most of the increase has taken place in the last five years.



### ***Source***

NWT Department of Health and Social Services.





## Department of Health and Social Services 2016-17 Business Plan

### Key Activity 5 - Diagnostic and Therapeutic Services

#### DESCRIPTION

**Diagnostic Services** support the clinical investigation and management of patient care. These include clinical laboratory, diagnostic imaging, and respiratory care.

**Pharmacies** store, prepare, and dispense drugs within the hospitals and to the regional centres. Pharmacies are located in the Inuvik Regional Hospital, the Stanton Territorial Hospital, and the HH Williams Memorial Hospital.

**Therapeutic Services** include physiotherapy, occupational therapy, audiology, speech language pathology, medical social work, and recreation.

#### GOALS

**Best Care: Care and services are responsive to children, individuals, families, and communities**

- Deliver safe quality and appropriate care and services
- Reduce gaps and barriers to current programs and services
- Enhance the patient/client experience
- Ensure programs and services are culturally sensitive and respond to community wellness needs

#### DEPARTMENTAL HIGHLIGHTS

The Department does not directly deliver Diagnostic and Therapeutic Services, but sets the standards and guidelines and establishes the approved programs and services by which the HSSAs operate. The Department also establishes the funding and monitors and reports on HSSAs activity to ensure care and services are responsive to children, individuals, families and communities.

In order to meet the Department's goals of providing equitable access to safe, quality care that is appropriate for our residents' needs and enhancing the patient client experience, the NWT Patient Experience Questionnaire is conducted regularly as part of the Department's system-wide evaluation and reporting system. Patient satisfaction is used to measure the effectiveness of health programs and services and is integral to providing quality healthcare. As part of the quality assurance and accreditation process, patient satisfaction provides another dimension in the assessment of the effectiveness and efficiency of the healthcare system. Results from the questionnaire help the HSSAs and the Department to identify what we are doing well and where opportunities for improvement exist.





## Department of Health and Social Services 2016-17 Business Plan

- In 2016-17 the Department will conduct the 2016 NWT Patient Experience Questionnaire. The department will also work with the newly formed THSSA to develop options for system-wide accreditation to provide assurance of quality and patient/client experience and provide clear guidelines and expectations for the development of a system-wide quality and risk management program.
- The Department undertook an evaluation of Rehabilitation Services to assess the gaps for children ages 0-5 in accessing Rehabilitation Services and community-based follow-up. The assessment focused on the four primary rehabilitation disciplines currently delivered in the NWT (Physiotherapy (PT), Occupational Therapy (OT), Speech Language Pathology (SLP) and Audiology).

In 2016-17, the Department will use the results of the evaluation to develop options for improving service delivery models for Rehabilitation Services.

### PERFORMANCE MEASURES

***Goal: Care and services are responsive to children, individuals, families, and communities***

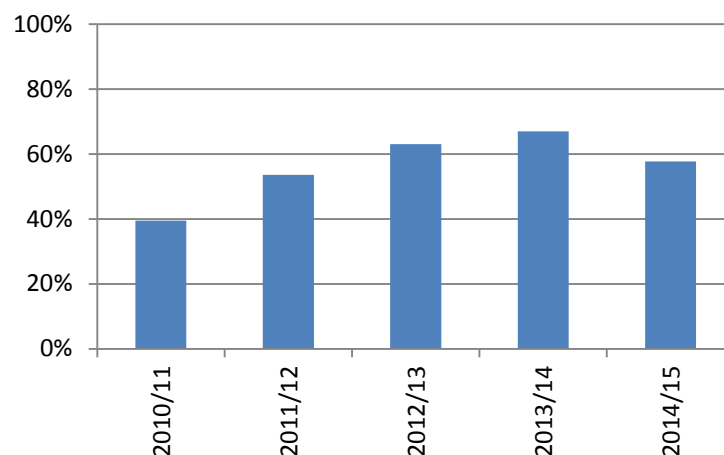
**Telehealth – Proportion of Sessions for Clinical Use by Fiscal Year**

#### ***What is being measured?***

The proportion of telehealth sessions that are for clinical use (patient/client care).

#### ***Why is this of interest?***

Telehealth technology presents a significant opportunity to improve access to services for all residents of NWT and allows for potential cost savings to be realized by using technology to minimize travel costs. Telehealth helps reduce medical and staff travel by providing remote access to clinical advice for patients and professionals.



#### ***How are we doing?***

The proportion of telehealth sessions that were used for clinical reasons, as opposed to staff education sessions or meetings, has increased by 46% from 40% in 2010-11 to 58% in 2014-15.

#### ***Source***

Department of Health and Social Services.



## Department of Health and Social Services 2016-17 Business Plan

### Key Activity 6 - Nursing Inpatient Services

#### DESCRIPTION

**Medical and Surgical Nursing** refers to nursing units where the beds are designated for the provision of medical and surgical care to inpatient adults.

**Intensive Care Nursing** refers to hospital nursing units where beds are designated for the provision highly specialized nursing care services for seriously ill inpatients.

**Operating Room Nursing** refers to elective and emergency surgical services to patients.

**Obstetric and Pediatric Nursing** refers to the provision of services to pregnant women, newborns and post-operative care to gynecological surgical patients as well as health services to children and infants.

**Mental Health and Addictions Nursing** refers to the psychiatric nursing unit at Stanton Territorial Hospital where the beds are designated for services for adults with psychiatric/psychological disorders including addictions and substance abuse issues. Additionally, the unit includes beds for withdrawal management (medical detox).

**Long Term Care Nursing** refers to the hospital based nursing units where beds are designated for the provision of services to patients whose functional capacities are chronically impaired or at risk of impairment and who may require services for an extended period of time to meet physical, emotional, spiritual and psychological needs. The units provide services to residents of all ages requiring long term residential care, respite care and palliative care.

#### GOALS

**Best Care: Care and services are responsive to children, individuals, families, and communities**

- Deliver safe quality and appropriate care and services
- Reduce gaps and barriers to current programs and services
- Enhance the patient/client experience
- Ensure programs and services are culturally sensitive and respond to community wellness needs

#### DEPARTMENTAL HIGHLIGHTS

The Department does not directly deliver Nursing Inpatient Services, but sets the standards and guidelines by which the HSSAs operate. The Department also monitors and reports on HSSAs



## Department of Health and Social Services 2016-17 Business Plan

activity to ensure care and services are responsible to children, individuals, families and communities.

In order to meet the Department's goals of providing equitable access to safe, quality care that is appropriate for our residents' needs and enhancing the patient/client experience, the NWT Patient Experience Questionnaire is conducted regularly as part of the Department's system-wide evaluation and reporting system. Patient satisfaction is used to measure the effectiveness of health programs and services and is integral to providing quality healthcare. As part of the quality assurance and accreditation process, patient satisfaction provides another dimension in the assessment of the effectiveness and efficiency of the healthcare system. Results from the questionnaire help the HSSAs and the Department to identify what we are doing well and where opportunities for improvement exist.

- In 2016-17 the Department will conduct the 2016 NWT Patient Experience Questionnaire. The department will also work with the newly formed THSSA to develop options for system-wide accreditation to provide assurance of quality and patient/client experience and provide clear guidelines and expectations for the development of a system-wide quality and risk management program.

### PERFORMANCE MEASURES

***Goal: Care and services are responsive to children, individuals, families, and communities***

#### ***What is being measured?***

The percentage of NWT residents who report that they were satisfied or very satisfied with the health and/or social service care received in NWT in the past year.

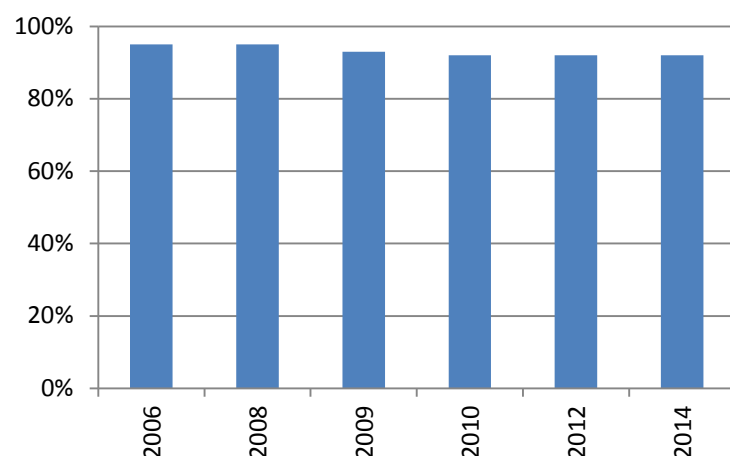
#### ***Why is this of interest?***

Assessing the level of satisfaction with the care patients/clients have received can provide a means for the NWT HSS system to improve the delivery of services.

#### ***How are we doing?***

Patient and client satisfaction questionnaires have been delivered across the NWT HSS system over the last few years. Results have been favourable – with 92% to 95% of those filling out the questionnaires reporting that they were satisfied with the services they received.

**Patient/Client Satisfaction - % Satisfied with Various Services**





## Department of Health and Social Services 2016-17 Business Plan

Long term trends are difficult to measure currently, as the last five surveys have varied in terms of which service areas were surveyed.

### Notes

2014, 2012 NWT Healthcare Services Client Satisfaction Questionnaire; 2006, 2008, 2010 Hospital Satisfaction Questionnaire; and 2008 Community Health Centres Client Satisfaction Questionnaire.

### Source

Department of Health and Social Services.

### What is being measured?

The number of inpatients per 10,000 discharges (hospital stays) who experienced an injury due to a fall while they were in an NWT hospital.

### Why is this of interest?

Hospitals are expected to treat and care for patients with serious conditions. The effectiveness of the treatment and care received by patients should not be lessened by an injury sustained during a hospital stay. Falls are preventable, and as such, preventing them from happening is an important part of patient-centred quality care.

### How are we doing?

In time period shown, the annual number peaked at 9.5 injured per 10,000 discharges, on average, between 2006-07 and 2008-09, though it has since dropped down to an average of less than four per 10,000 since 2011-12 and 2013-14. In terms of counting actual patients, these rates are made up of only a handful of injured patients in any given year (e.g., less than two a year in the last three-year period).

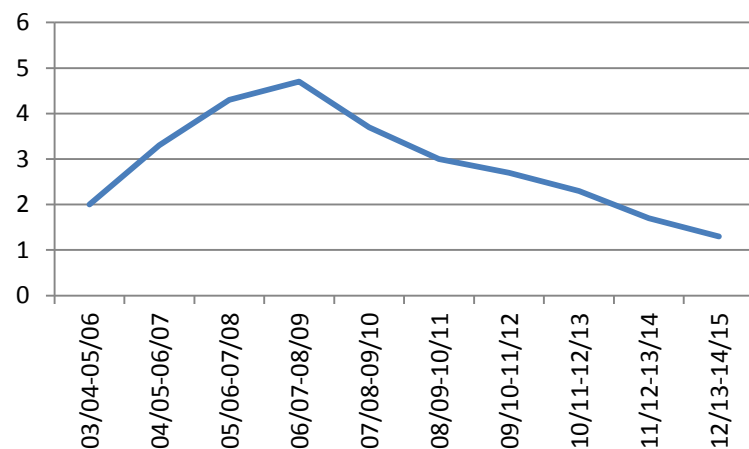
### Notes

The rate of inpatients experiencing falls only includes those patients where the fall resulted in an injury serious enough to be documented on their chart.

### Sources

NWT Department of Health and Social Services and Canadian Institute for Health Information.

**Inpatients Injured by Falling in NWT Hospitals  
# per 10,000 Discharges, Three-Year Averages**





## Department of Health and Social Services 2016-17 Business Plan

### Key Activity 7 - 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

#### GOALS

**Best Care: Care and services are responsive to children, individuals, families, and communities**

- Deliver safe quality and appropriate care and services
- Reduce gaps and barriers to current programs and services
- Enhance the patient/client experience
- Ensure programs and services are culturally sensitive and respond to community wellness needs

#### DEPARTMENTAL HIGHLIGHTS

The Medical Travel program and budget is managed by Stanton Territorial Health Authority. The Medical Travel Program Redesign is a priority to ensure appropriate resources through a comprehensive and modern GNWT medical travel system and policy.

In 2016-17, the Department will develop a Medical Travel Navigation Booklet and resource kit and revise the Medical Travel Appeal Policy.

The Department will be exploring options for the restructuring of supplementary health coverage programs offered by the GNWT. Coverage is currently offered through the Extended Health Benefits Policy, Metis Health Benefits Policy, and an Indigent Health Benefits Policy. The Department also administers Non-Insured Health Benefits on behalf of the Federal Government.



## Department of Health and Social Services 2016-17 Business Plan

### PERFORMANCE MEASURES

**Goal:** *Care and services are responsive to children, individuals, families, and communities*

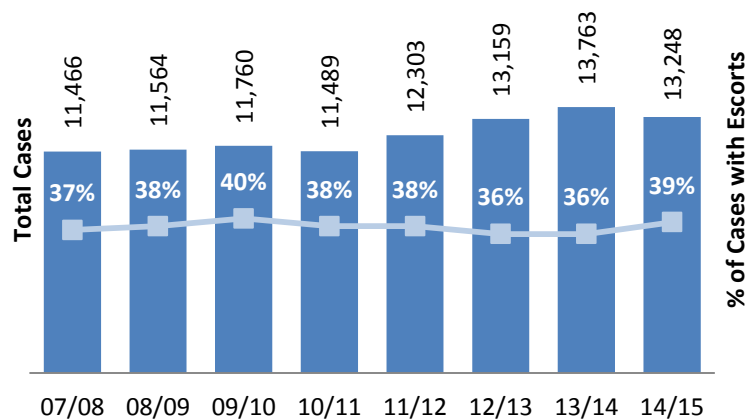
#### Medical Travel Cases and Proportion with Escorts by Fiscal Year

**What is being measured?**

The number of medical travel cases; and, the proportion of cases with an escort.

**Why is this of interest?**

Medical travel represents a significant percentage of the Department's budget every year (4 to 5%). Tracking medical travel utilization trends can help identify trends that may require further investigation (e.g. service provision in and out of the NWT, and within in the NWT).



**How are we doing?**

While the overall case load has been increasing, the proportion of cases with an escort has remained relatively stable, fluctuating between 36% and 40%. Between 2007-08 and 2010-11, the case numbers had been relatively steady but have increased in recent years, beginning in 2011-12.

**Source**

Stanton Territorial Health Authority.

HEALTH AND SOCIAL SERVICES
----------------------------

2016-17 Business Plan

Supporting Schedules

<u>Schedule</u>	<u>Description</u>
1	Departmental Summary
2	Operations Expense Summary
3	Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan
4	Proposed Adjustments to Grants & Contributions: 2015-16 Main Estimates to 2016-17 Business Plan
5	Human Resources Statistics
6	Infrastructure Investments
7	Restatements

<b>DEPARTMENTAL SUMMARY</b>
-----------------------------

(thousands of dollars)

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Revised Estimates</b>	<b>2015-16 Main Estimates</b>	<b>2014-15 Actuals</b>
<b>Operations Expenses by Activity</b>				
Administration & Support Services	76,734	80,552	78,689	74,738
Ambulatory Care Services	62,656	66,666	60,374	64,188
Community Health Programs	152,435	156,008	149,037	147,678
Community Social Programs	27,418	27,416	27,388	27,274
Diagnostic & Therapeutic Services	24,302	24,630	24,625	24,023
Nursing Inpatient Services	35,977	34,220	34,412	33,363
Supplementary Health Programs	33,484	35,482	32,361	30,062
<b>Total</b>	<b>413,006</b>	<b>424,974</b>	<b>406,886</b>	<b>401,326</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	21,935	22,457	22,342	23,216
Grants and Contributions	289,455	289,057	286,473	272,684
Other	90,345	102,189	86,800	95,855
Amortization	11,271	11,271	11,271	9,571
<b>Total</b>	<b>413,006</b>	<b>424,974</b>	<b>406,886</b>	<b>401,326</b>
<b>Revenues</b>	<b>46,620</b>	<b>48,820</b>	<b>48,820</b>	<b>46,283</b>

**HUMAN RESOURCE SUMMARY**

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Main Estimates</b>
<b>Department</b>		
Yellowknife Headquarters	157	153
Regional / Area Offices	21	25
Other Communities	-	-
	<b>178</b>	<b>178</b>
<b>Heath and Social Services Authorities</b>		
Yellowknife Headquarters	-	-
Regional / Area Offices	1,161	1,129
Other Communities	299	291
	<b>1,460</b>	<b>1,420</b>
<b>Total Number of Positions</b>	<b>1,638</b>	<b>1,598</b>



Operations Expense Summary
----------------------------

(thousands of dollars)

	PROPOSED ADJUSTMENTS									
	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Administration &amp; Support Services</b>										
Administration	14,232	(351)	13,881	(259)	21		153	(133)		13,663
Client Support Services	6,786	(355)	6,431		3		(1)			6,433
Directorate	6,113		6,113				190			6,303
Facility Maintenance and Support	27,583	(4,616)	22,967		187	716				23,870
Finance	6,132	(476)	5,656		8	(110)	(43)			5,511
Human Resources	7,143	(191)	6,952		6		(153)	(793)		6,012
Systems Support	14,475	2,214	16,689	(2,130)	397	3	(14)	(3)		14,942
	82,464	(3,775)	78,689	(2,389)	622	609	132	(929)		76,734
<b>Ambulatory Care Services</b>										
Emergency Services	3,279	(1)	3,278		47					3,325
Out of Territory Hospitals	19,123		19,123		1,000					20,123
Physicians Outside the NWT	5,333		5,333							5,333
Specialty Clinics	32,419	221	32,640		1,235					33,875
	60,154	220	60,374		2,282					62,656
<b>Community Health Programs</b>										
Community Clinics and Health Centres	63,841	3,808	67,649		254	47				67,950
Community Mental Health & Addictions	15,244		15,244		31	498	(7)			15,766
Health Promotion and Community Wellness	8,527	699	9,226	(18)	25		6	(250)	150	9,139
Home Care & Support Services	7,905	30	7,935		33		(2)			7,966
Population Health	3,094		3,094	(149)	5		4			2,954
Residential Care Adults and Children	45,807	82	45,889	(1,400)	3,029	1,131	11			48,660
	144,418	4,619	149,037	(1,567)	3,377	1,676	12	(250)	150	152,435
<b>Community Social Programs</b>										
Adult Support Services	1,283		1,283				6			1,289
Child and Family Services	23,404	(811)	22,593		28		(7)			22,614
Family Violence	3,512		3,512				3			3,515
	28,199	(811)	27,388		28		2			27,418
<b>Diagnostic &amp; Therapeutic Services</b>										
Diagnostic Services	13,742	2,331	16,073		221			(650)		15,644
Pharmacy	3,908	(1,545)	2,363		104					2,467
Therapeutic Services	6,170	19	6,189		2					6,191
	23,820	805	24,625		327			(650)		24,302

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS									
	2015-16 Main							Inter-	
	Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Nursing Inpatient Services</b>									
Intensive Care Nursing	1,593		1,593						1,593
Long Term Care Nursing	5,731	27	5,758		8				5,766
Medical and Surgical Nursing	16,285	(1,017)	15,268		140	1,974			17,382
Mental Health and Addictions Nursing	1,699		1,699						1,699
Obstetric and Pediatric Nursing	6,137	(67)	6,070		(1)		(146)	(410)	5,513
Operating Room Nursing	4,025	(1)	4,024						4,024
	35,470	(1,058)	34,412		147	1,974	(146)	(410)	35,977
<b>Supplementary Health Programs</b>									
Extended Health Benefits	8,449		8,449		252				8,701
Indigent Health Benefits	115		115						115
Medical Travel	21,890		21,890	(5,040)	5,911				22,761
Metis Health Benefits	1,907		1,907						1,907
	32,361		32,361	(5,040)	6,163				33,484
<b>TOTAL DEPARTMENT</b>	<b>406,886</b>		<b>406,886</b>	<b>(8,996)</b>	<b>12,946</b>	<b>4,259</b>		<b>(2,239)</b>	<b>413,006</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Restatements** include departmental reorganizations of functions

## Major Revenue Changes

(thousands of dollars)

## PROPOSED ADJUSTMENTS

	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-	-	-	-	
<b>TRANSFER PAYMENTS</b>							
Federal Cost-shared	30,004	-	30,004	30,604	600	2.0	Per MOU signed with AANDC
Capital Transfers	762	-	762	1,143	381	50.0	EMR - Year 3 of Deferred Revenue
	<b>30,766</b>		<b>30,766</b>	<b>31,747</b>	<b>981</b>	<b>3.2</b>	
<b>GENERAL REVENUES</b>							
Revolving Funds Net Revenue	-	-	-	-	-	-	
	-	-	-	-	-	-	
Regulatory Revenue	345	-	345	345	-	-	
	-	-	-	-	-	-	
Investment Income	-	-	-	-	-	-	
	-	-	-	-	-	-	
Lease	-	-	-	-	-	-	
	-	-	-	-	-	-	
Program	17,266	-	17,266	14,085	(3,181)	(18.4)	Decrease in revenues for hospital services to non-NWT residents
	-	-	-	-	-	-	
Grants in Kind	443	-	443	443	-	-	
	-	-	-	-	-	-	
Service and Miscellaneous	-	-	-	-	-	-	
	-	-	-	-	-	-	
	-	-	-	-	-	-	
	<b>18,054</b>	-	<b>18,054</b>	<b>14,873</b>	<b>(3,181)</b>	<b>(17.6)</b>	
<b>TOTAL REVENUE</b>	<b>48,820</b>	-	<b>48,820</b>	<b>46,620</b>	<b>(2,200)</b>	<b>(4.5)</b>	

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)

		PROPOSED ADJUSTMENTS									
		2015-16 Main								Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
Explanation of Proposed Adjustments		Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions		
<b>Administration &amp; Support Services</b>											
French Language Services		856		856							856
<b>Health and Social Services Human Resources</b>		1,615		1,615							1,615
	Accounting Restructure Realignment		(361)	(361)							(361)
	Graduate Internship Program		(222)	(222)				69			(153)
	Targeted Placement Program								(150)		(150)
<b>HSS Authority Funding</b>		41,381		41,381							41,381
	Accounting Restructure Realignment		(1,489)	(1,489)							(1,489)
	Graduate Internship Program		222	222				(69)			153
	HH Williams Temporary Operations - LTC						630				630
	Licensing and Maint Costs for Software and Equipment					108					108
	Microsoft Licensing				(1,129)						(1,129)
	New Hay River Health Centre Operations						(24)				(24)
	Northern Allowance					45					45
	Supplies, Chemotherapy, HPV Vaccine					177					177
<b>Information Systems Service Centre</b>			1,219	1,219							1,219
	Accounting Restructure Realignment										
	IS/IT Shared Services Transition Costs				(479)						(479)
	IS/IT Shared Services TSC Chargebacks				(247)						(247)
<b>Tlicho Coordinator</b>		35		35							35
		<b>43,887</b>	<b>(631)</b>	<b>43,256</b>	<b>(1,855)</b>	<b>330</b>	<b>606</b>		<b>(150)</b>		<b>42,187</b>
<b>HSS Authority Funding</b>		22,813		22,813							22,813
	Accounting Restructure Realignment		270	270							270
	Supplies, Chemotherapy, HPV Vaccine					47					47
	Territorial Renal Program					1,235					1,235
		<b>22,813</b>	<b>270</b>	<b>23,083</b>		<b>1,282</b>					<b>24,365</b>
<b>Community Health Programs</b>											
Grant - Lease Extension Rockhill Apt		443		443							443
Grant - Medical Professional Development		40		40							40
Anti-Poverty Fund		650		650							650
Community Wellness Initiative Fund		1,014		1,014							1,014
	Healthy Choices Fund								(250)		(250)
Disabilities Fund		335		335							335
Early Childhood Development Action Plan						3					3
	Northern Allowance										
	Accounting Restructure Realignment		365	365							365
	ECD - Regional Early Intervention Coordinators - Position O&M				(18)						(18)
	ECD Early Intervention Program		(34)	(34)				(81)			(115)
Early Childhood Development Breastfeeding Fund		25		25							25
Early Childhood Development Hearing Aids			30	30							30
Healthy Family Program		292		292							292
HSS Authority Funding		109,020		109,020							109,020
	Accounting Restructure Realignment		1,002	1,002							1,002
	ECD Early Intervention Program		368	368				81			449
	Jimmy Erasmus Seniors' Home				(1,400)		1,131				(269)
	Healthy Families Program									150	150
	HH Williams Temporary Operations - LTC						47				47
	Northern Allowance					200					200
	Supplies, Chemotherapy, HPV Vaccine					115					115

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)

		PROPOSED ADJUSTMENTS								
		2015-16 Main							Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
Explanation of Proposed Adjustments		Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	
Mental Health and Addictions		625		625						625
	Accounting Restructure Realignment		(175)	(175)						(175)
On the Land Healing Fund		1,000		1,000						1,000
Respite Fund		225		225						225
Seniors fund		205		205						205
		113,874	1,556	115,430	(1,418)	318	1,178		(250)	115,408
<b>Community Social Programs</b>										
Child and Family Services Fund		128		128						128
Family Violence Prevention		395		395						395
HSS Authority Funding		25,726		25,726						25,726
	Accounting Restructure Realignment		(729)	(729)						(729)
	Northern Allowance					28				28
		26,249	(729)	25,520		28				25,548
<b>Diagnostic &amp; Therapeutic Services</b>										
Diagnostic Services	Accounting Restructure Realignment		550	550						550
HSS Authority Funding		22,820		22,820						22,820
	Accounting Restructure Realignment		(488)	(488)						(488)
	Northern Allowance					5				5
	Supplies, Chemotherapy, HPV Vaccine					322				322
		22,820	62	22,882		327				23,209
<b>Nursing Inpatient Services</b>										
HSS Authority Funding		35,470		35,470						35,470
	Accounting Restructure Realignment		(889)	(889)						(889)
	Midwifery Program - 2 Positions								(410)	(410)
	Midwifery Program (from BDHSSA to HQ)		(169)	(169)				(146)		(315)
	New Hay River Health Centre Operations						1,974			1,974
	Northern Allowance					14				14
	Supplies, Chemotherapy, HPV Vaccine					133				133
		35,470	(1,058)	34,412		147	1,974	(146)	(410)	35,977
<b>Supplementary Health Programs</b>										
HSS Authority Funding		21,890		21,890						21,890
	Medical Travel				(5,040)	5,918				878
	Northern Allowance					(7)				(7)
		21,890		21,890	(5,040)	5,911				22,761
<b>TOTAL DEPARTMENT</b>		<b>287,003</b>	<b>(530)</b>	<b>286,473</b>	<b>(8,313)</b>	<b>8,343</b>	<b>3,758</b>	<b>(146)</b>	<b>(810)</b>	<b>289,455</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Human Resources Statistics

## Health and Social Services

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>182</b>		<b>167</b>		<b>155</b>		<b>154</b>	
<b>Indigenous Employees</b>	<b>73</b>	<b>40.1%</b>	<b>64</b>	<b>38.3%</b>	<b>61</b>	<b>39.4%</b>	<b>56</b>	<b>36.4%</b>
Aboriginal	37	20.3%	33	19.8%	33	21.3%	27	17.5%
Non-Aboriginal	36	19.8%	31	18.6%	28	18.1%	29	18.8%
Non-Indigenous Employees	109	59.9%	103	61.7%	94	60.6%	98	63.6%
Male	52	28.6%	52	31.1%	46	29.7%	41	26.6%
Female	130	71.4%	115	68.9%	109	70.3%	113	73.4%
<b>Senior Management</b>	<b>16</b>		<b>16</b>		<b>15</b>		<b>9</b>	
<b>Indigenous Employees</b>	<b>5</b>	<b>31.3%</b>	<b>5</b>	<b>31.3%</b>	<b>5</b>	<b>33.3%</b>	<b>3</b>	<b>33.3%</b>
Aboriginal	3	18.8%	3	18.8%	3	20.0%	1	11.1%
Non-Aboriginal	2	12.5%	2	12.5%	2	13.3%	2	22.2%
Non-Indigenous Employees	11	68.8%	11	68.8%	10	66.7%	6	66.7%
Male	6	37.5%	6	37.5%	6	40.0%	3	33.3%
Female	10	62.5%	10	62.5%	9	60.0%	6	66.7%
<b>Non-Traditional Occupations</b>	<b>8</b>		<b>17</b>		<b>18</b>		<b>10</b>	
<b>Indigenous Employees</b>	<b>1</b>	<b>12.5%</b>	<b>3</b>	<b>17.6%</b>	<b>2</b>	<b>11.1%</b>	<b>2</b>	<b>20.0%</b>
Aboriginal		0.0%	1	5.9%		0.0%		0.0%
Non-Aboriginal	1	12.5%	2	11.8%	2	11.1%	2	20.0%
Non-Indigenous Employees	7	87.5%	14	82.4%	16	88.9%	8	80.0%
Male	7	87.5%	13	76.5%	15	83.3%	6	60.0%
Female	1	12.5%	4	23.5%	3	16.7%	4	40.0%

## 2016-17 Infrastructure Investments

### Planning Studies

In 2016-17, the Department will move forward with planning studies for the following proposed projects, to bring forward for consideration for inclusion in the GNWT Infrastructure Plan:

- Defining the need for the development of an Aboriginal wellness center;
- Replacement of the Fort Simpson Health and Social Services Centre;
- Replacement of the existing 29-year-old Health Centre in Tulita; and
- A new extended care facility as a part of the Stanton Territorial Hospital Renewal Project to meet the projected bed requirements.

In 2015-16, the Department completed analysis of long-term care, and developed a long-term care bed projection. Using this information, the Department will work with partner departments to determine appropriate procurement and funding approaches to address long term care needs.

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 \$42M) and is responsible for assessing and forecasting needs on behalf of all the Authorities. The 2016-17 capital budget is \$3.25 million.

### Health Centre – Hay River

The design build contract was awarded in July 2012. Construction started in March 2013 and is now completed. The project will transition in to full operations in the summer of 2016.

### Long Term Care Facility – Jimmy Erasmus Seniors Home in 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 was completed in August 2014 and Phase 2 of the project is expected to be completed in July 2016.

### Long Term Care Facility – Woodland Manor in Hay River

Expansion planning for Woodland Manor is underway. The Operational Plan and Functional Program are complete. Work is anticipated to begin in the summer of 2016 for the design and construction of the 9 bed expansion to the existing Woodland Manor Facility. This expansion will accommodate the Long Term Care residents that are currently located at H. H. Williams Hospital and must be relocated due to the decommissioning of H. H. Williams and the opening of the new Health Centre in Hay River.

### 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. Operational Plan and Functional Programming has been completed and the 100% design has been approved. Construction started in May 2013 and is ongoing. Existing programs and services in the community are expected to transition into operations during the spring/summer 2017.

**Health and Social Services Centre – Fort Resolution**

A new Health and Social Services Centre will replace the existing 44 year old Health Centre in Fort Resolution. Contract for Design and Construction was awarded in August 2015. Construction is expected to start in early 2016 and it is expected to be completed by the end of the fiscal year 2017-18.

**Stanton Territorial Hospital Renewal – Yellowknife**

Planning for the Stanton Territorial Hospital was completed in December of 2013. In March 2014 it was determined, in accordance with the GNWT P3 policy, that the Stanton Redevelopment should proceed as a P3 project. The contract was awarded in August 2015 and blasting began in November. The new hospital is expected to be complete in 2019.



## Schedule of Restatements

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
<b>OPERATIONS</b>								
<b>Administrative and Support Services</b>								
<u>Explanation</u>								
	2015-16 Amortization Restatement	Facility Maintenance and Support	11	Amortization	(4,689)	(4,689)	(4,689)	(4,161)
		Systems Support	11	Amortization	1,708	1,708	1,708	1,535
	HSS HR Strategic Plan	Human Resources	11	Compensation	131	131	131	
	Inter Activity Authority Target Realignment	Administration	11	Grants & Contributions	173	173	173	173
		Client Support Services	11	Grants & Contributions	(355)	(355)	(355)	(355)
		Facility Maintenance and Support	11	Grants & Contributions	73	73	73	73
		Finance	11	Grants & Contributions	(476)	(476)	(476)	(476)
		Human Resources	11	Grants & Contributions	(191)	(191)	(191)	(191)
		Systems Support	11	Grants & Contributions	506	506	506	506
	Inter Activity move Canadian Blood Services to Diagnostic Services	Administration	11	O&M	(743)	(743)	(743)	
	Inter Activity move Midwifery Program funds to Headquarters	Administration	11	O&M	169	169	169	
	Inter Activity move Renal contract from Ambulatory Care to Administration - NARP	Administration	11	O&M	50	50	50	51
		Human Resources	11	Grants & Contributions	(361)	(361)	(361)	
		Human Resources	11	O&M	230	230	230	
		<b>Total</b>			<b>(3,775)</b>	<b>(3,775)</b>	<b>(3,775)</b>	<b>(2,845)</b>
<b>Ambulatory Care Services</b>								
<u>Explanation</u>								
	Inter Activity Authority Target Realignment	Emergency Services	11	Grants & Contributions	(1)	(1)	(1)	(1)
		Specialty Clinics	11	Grants & Contributions	271	271	271	271
	Inter Activity move Renal contract from Ambulatory Care to Administration - NARP	Specialty Clinics	11	O&M	(50)	(50)	(50)	(51)
		<b>Total</b>			<b>220</b>	<b>220</b>	<b>220</b>	<b>219</b>
<b>Community Health Programs</b>								
<u>Explanation</u>								
	2015-16 Amortization Restatement	Facility Maintenance and Support	11	Amortization	2,981	2,981	2,981	2,626
	Inter Activity Authority Target Realignment	Community Clinics and Health Centres	11	Grants & Contributions	827	827	827	827
	Inter Activity move Residential Care Admin. from Community Social Program to Community Health Programs	Residential Care Adults and Children	11	Compensation	82	82	82	88
	Inter Activity move ECD funding from Child and Family Services to Health Promotion and Community Wellness	Health Promotion and Community Wellness	11	Grants & Contributions	729	729	729	
	Moved ECD funding for Hearing Aids as this is where CA will be managed	Health Promotion and Community Wellness	11	Grants & Contributions	(30)	(30)	(30)	
		Homecare and Support Services	11	Grants & Contributions	30	30	30	
		<b>Total</b>			<b>4,619</b>	<b>4,619</b>	<b>4,619</b>	<b>3,541</b>
<b>Community Social Programs</b>								
<u>Explanation</u>								
	Inter Activity move ECD funding from Child and Family Services to Health Promotion and Community Wellness	Child and Family Services	11	Grants & Contributions	(729)	(729)	(729)	
	Inter Activity move Residential Care Admin. from Community Social Program to Community Health Programs	Child and Family Services	11	Compensation	(82)	(82)	(82)	(88)
		<b>Total</b>			<b>(811)</b>	<b>(811)</b>	<b>(811)</b>	<b>(88)</b>

## Schedule of Restatements

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
<b>Diagnostic and Therapeutic Services</b>								
<u>Explanation</u>								
	Inter Activity Authority Target Realignment	Diagnostic Services	11	Grants & Contributions	38	38	38	38
		Pharmacy	11	Grants & Contributions	5	5	5	5
		Therapeutic Services	11	Grants & Contributions	19	19	19	19
	Inter Activity move Canadian Blood Services to Diagnostic Services	Diagnostic Services	11	O&M	1,743	1,743	1,743	898
		Pharmacy	11	O&M	(1,000)	(1,000)	(1,000)	(898)
	Moved Referred Out Lab funding from Pharmacy to Diagnostic Services	Diagnostic Services	11	Grants & Contributions	550	550	550	1,244
		Pharmacy	11	Grants & Contributions	(550)	(550)	(550)	(1,244)
		<b>Total</b>			<b>805</b>	<b>805</b>	<b>805</b>	<b>62</b>
<b>Nursing Inpatient Services</b>								
<u>Explanation</u>								
	Inter Activity Authority Target Realignment	Long Term Care Nursing	11	Grants & Contributions	27	27	27	27
		Medical and Surgical Nursing	11	Grants & Contributions	(1,017)	(1,017)	(1,017)	(1,017)
		Obstetrics and Paediatric Nursing	11	Grants & Contributions	102	102	102	102
		Operating Room Nursing	11	Grants & Contributions	(1)	(1)	(1)	(1)
	Inter Activity move Midwifery Program funds to Headquarters	Obstetrics and Paediatric Nursing	11	Grants & Contributions	(169)	(169)	(169)	
		<b>Total</b>			<b>(1,058)</b>	<b>(1,058)</b>	<b>(1,058)</b>	<b>(889)</b>

## REVENUES

No Restatements to Report



# Annual Business Plan

**2016-2017**

**Human Resources**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Department of Human Resources 2016-17 Business Plan

### 1. DEPARTMENTAL OVERVIEW

#### MISSION

Supporting excellence in the GNWT public service through the shared-service delivery of innovative, quality human resource services.

#### GOALS

- Support to management's human resource decision-making that results in productive and positive human resource management practices.
- Integrated, client-focused programs and services that are simple, timely and consistent.
- Streamlined and simplified administrative systems and processes.
- Recruitment and retention of a capable, competent public service that is representative of the people it serves and that focuses on results.
- A work environment that promotes employee development, safety and wellness and that offers an opportunity for positive labour/management relations.

#### KEY ACTIVITIES SUMMARY

The Department of Human Resources (DHR) is a centralized service delivery department that provides leadership and direction to GNWT departments and agencies in all areas of human resource management. This consolidated model is intended to integrate, connect and leverage human resource services with the GNWT and provides corporate oversight while remaining flexible enough to respond to the unique needs of different departments and agencies. The majority of the department's responsibilities fall into the following five key activities:

- **Directorate**
  - Corporate Affairs
- **Labour Relations**
  - Advice and Adjudication
  - Accommodation, Bargaining and Investigation
- **Management and Recruitment Services**
  - Human Resources Services
  - Allied Health Recruitment Unit



## Department of Human Resources 2016-17 Business Plan

- **Regional Operations**
  - Northern Region
  - Southern Region
- **Strategic Human Resources**
  - Job Evaluation and Organizational Development
  - Employee Development and Workforce Planning
  - Business Performance Unit

### OPERATING ENVIRONMENT

#### GNWT Workforce

The GNWT is working to develop a public service that is representative of the people it serves and that supports the growth and development of the Northwest Territories.

As at February 29, 2016, the GNWT workforce has a total of 5,248 employees composed of 1,619 Indigenous Aboriginal, 663 Indigenous Non-Aboriginal, and 2,966 other, including other priority categories. The average GNWT employee is just under 45 years old and has 9 years of service.

Management comprises 13% of the workforce and has remained relatively consistent over the last five years. Female employees made up 64.7% of the GNWT workforce while male employees consisted of 35.3%; these rates have remained steady over the last five years.

#### Ageing Workforce

Like the rest of Canada, the NWT is facing a general ageing of the population. Three significant effects of this trend are:

- The expectation of suitable age appropriate government services and programs (e.g., pre-school to home care);
- The NWT labour pool will not increase at the same rate as will demands on public programs; and
- With the ageing of the GNWT workforce, the GNWT will face increased retirements of experienced staff.

There is an immediate need to plan for both the development of present staff and the transfer of corporate knowledge from experienced employees to those who are new to the organization. Developmental and leadership training has been designed to ensure it meets the needs of the GNWT. Departmental succession plans are also required to help close the anticipated corporate knowledge gap.



## Department of Human Resources 2016-17 Business Plan

### Aboriginal Employment

The GNWT is committed to creating a representative public service which reflects the diverse cultures of the Northwest Territories and which promotes the development and advancement of Aboriginal people. DHR continues to develop, promote, and implement practical approaches aimed at attracting, advancing and retaining Aboriginal employees with a focus on career training and leadership development. There has been good progress made in recent years and the GNWT needs to continue this positive momentum.

Aboriginal employees comprise 30.8% of the GNWT workforce. While the overall percentage of Aboriginal persons in the public service has remained steady over the past ten years, the increase in the number of Aboriginal employees has outpaced that of the public service as a whole: the number of Aboriginal employees has increased from 1,280 in 2003-04 to over 1,583 in 2014-15, an increase of 23%. Over the same period, the number of non-Aboriginal employees has grown by 27.7%. The largest rates of Aboriginal employee growth have occurred in the management and health occupational categories.

There has been success at recruiting Aboriginal employees through job competitions and direct appointments. Currently, a higher proportion of Indigenous Aboriginal applicants are hired (6.43%) compared to applicants in general (4.26%). From October 2011 to October 2015, Cabinet recommended 457 direct appointments, 266 (58%) of which were Indigenous Aboriginal individuals. The GNWT also retains Aboriginal employees at a higher rate than other employees: in 2014-15, the turnover rate of Indigenous Aboriginal employees was 9.3%, compared to 11.5% for the public service overall.

A challenge facing increased Aboriginal representation in the public service at present is that the proportion of the Aboriginal labour force with post-secondary education that remains unemployed is very small. When comparing the percentage of the Aboriginal population of working age (15+) in the NWT by education level to the percentage of Aboriginal employees in the GNWT by education level, the GNWT is near or exceeding the same levels.

### Vacancies

The number of GNWT active positions increased in response calls to increase employment opportunities where they are most need by decentralizing more GNWT positions.

Staff turnover and vacancies are part of regular GNWT business operations, as they are with any employer. DHR collects, administers and analyzes this information in order to determine trends and future needs within the public service. The source of this data is the PeopleSoft Human Resource Information System (PS-HRIS), the GNWT's workforce management tool, which supports administration of both positions and employees. A position is created in PS-HRIS when a job description is established for indeterminate, term and relief positions; a position can also be eliminated from PS-HRIS if it is no longer needed or in use.



## Department of Human Resources 2016-17 Business Plan

Employees are also tracked through PS-HRIS; it is worth noting that some employees hold more than one position (e.g., full time position plus a relief position). **Note:** The PS-HRIS position count differs from the active position count included in the Main Estimates:

- Active positions in the Main Estimates include positions which are funded using Vote 1 (Operations) resources allocated in Compensation and Benefits
- PS-HRIS positions include all positions established including for example some term positions, established to respond to issues and needs, e.g., interns and relief positions.

Through the semi-annual position vacancy analysis, which provides the GNWT with data on vacant positions and the ever changing labour market supply, GNWT departments and agencies have the opportunity to review their existing positions in relation to their operational needs and confirm positions as active or inactive. Positions can be vacant for a number of reasons, including challenges to recruitment, budgetary reasons, and shifting operational priorities.

Departments and agencies determine their position vacancies and staffing needs and manage them within approved resources.

DHR's approach to vacancy reporting changed in 2015 to provide a clearer picture of approved, funded positions and those that are temporarily vacant for administrative purposes. The GNWT previously reported on vacancies for **all positions that were active** within PS-HRIS. Positions may be active within PeopleSoft for a number of reasons.

Temporary vacancies include positions that:

- are identified to be inactivated
- are the home position of employee on a transfer assignment
- are relief positions (where there are timing issues with vacancies and most are not funded)
- are teachers (where there are timing issues with vacancies and are funded based on student enrolment)

True vacancies include positions that:

- are funded as per the approved Main Estimates; and
- are in the recruitment or staffing process.

The new Vacancy Reports identify true vacancies which will help to ensure that the work of the government is carried out efficiently.

Efforts continue to align vacant GNWT positions with the available labour market in the NWT. The GNWT, through the 2020 Public Service Strategic Plan, is implementing a number of initiatives (e.g.,



## Department of Human Resources 2016-17 Business Plan

Regional Recruitment Strategy) to build capacity through recruitment, development and retention. The GNWT is working to recruit talent that includes NWT residents as well as those from outside the NWT. The DHR's overall approach to GNWT recruiting includes print advertising, social media such as LinkedIn, Facebook and Twitter, and online through the Careers website [www.careers.hr.gov.nt.ca](http://www.careers.hr.gov.nt.ca). These approaches help expand the reach of the GNWT in recruiting qualified professionals and retaining employees by advertising the GNWT jobs out for competition while additionally providing information on the benefits of living in the NWT.

### Labour Challenges

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

Vacancy analysis as at January 31, 2016 showed that:

- 55.8% of the vacant positions require a university degree but 5.8%\* of the 2,000 NWT residents who are unemployed and actively looking for work have a university degree; and
- 78.5% of the vacant positions require either a university or a college degree but 30.6%\* of the 2,000 NWT residents who are unemployed and actively looking for work have post-secondary education.

GNWT positions typically require a minimum of some post-secondary education including a high percentage of positions that are in the education and health occupational categories. The GNWT's need to fill vacant positions cannot be met within the NWT labour pool (unemployed persons in the NWT looking for employment). Of those looking for employment approximately 45.8%\* have less than a high school education and may not have the education/skills needed to perform the work and 70% are not located in the communities with the job opening.<sup>1</sup>

The GNWT needs a range of strategies, both short (on-the-job training) and long term (post-secondary education), to develop NWT residents. DHR is working with departments and agencies on a range of strategies for recruitment that emphasize the benefits of establishing a career in the public service and continue to focus on attracting, identifying, and developing northern talent.

### Diversity

Diversity and inclusiveness are core values of the NWT public service as proven again this year when the GNWT was awarded the title of Canada's Best Diversity Employer for 2016. This award recognizes employers across Canada that have exceptional workplace diversity and inclusiveness programs. Diversity enables the GNWT to create a workplace that represents the population it

---

<sup>1</sup> Source of data – 2014 NWT Community Survey, Bureau of Statistics





## Department of Human Resources 2016-17 Business Plan

serves, that is open to contributions from all, and where everyone has the opportunity to achieve their full potential. The GNWT is establishing a culture of understanding and cooperation amongst its employees through learning opportunities and communications.

From November-December 2014, the Employee Engagement and Satisfaction Survey (EESS) was administered to GNWT employees. The survey now includes questions regarding disabilities which had previously been captured in the Inclusive Public Service Survey. In this way, the GNWT can ensure ongoing engagement on how employees feel about employment opportunities for persons with disabilities in the GNWT. This will assist DHR going forward in monitoring statistics and inclusion of persons with disabilities on a more frequent basis. In the 2014 EESS, 21% of respondents self-identified as persons with a disability (up from 6.4% in the previous survey). Twenty one percent of those who self-identified indicated that they have been provided the necessary accommodation, 16% indicated they require additional accommodation and 61% indicated they have no accommodation requirements.

### **Human Resources Strategic Directions**

Ongoing development of the public service through *20/20: A Brilliant North, the NWT Public Service Strategic Plan (20/20 Strategic Plan)* remains a key priority. Implementation of several initiatives intended to address current and anticipated labour shortages in the public service that focus on getting more Northerners into the public service and keeping them there is a priority.

The GNWT faces a significant challenge in stabilizing its existing workforce. In response, it has developed a Workforce Planning Strategy with a suite of sub-initiatives to complement the work already underway with the NWT Public Service Strategic Plan. This work now forms part of DHR core business.

### **Zero Base Review**

The DHR is currently conducting a zero base review (ZBR) exercise of all departmental operations. The ZBR is a systematic review and evaluation of the programs and services currently provided by the department. The ZBR approach includes the following steps: collecting data and other base line information; identifying opportunities for improvement through increased efficiencies and/or more effective delivery; undertaking a more in-depth analysis of these opportunities; developing recommendations supported by a business case; and completing a final report and implementation plan, if warranted. Any recommendations that are approved for implementation will be included 2017-18 business planning process.



## Department of Human Resources 2016-17 Business Plan

### Enterprise Risk Management

As a shared service provider, the major risks related to human resources are not unique to the DHR but rather may be common to all departments, boards and agencies. The DHR strives to identify and proactively address risks and opportunities in a manner that improves the GNWT human resources' capacity thus creating value to departments, boards, agencies and, by extension, the public the GNWT serves.

The top four risks identified for the DHR are:

#### 1. Occupational Health and Safety

Failure to provide Occupational Health and Safety (OHS) support to the GNWT increases the risk of serious occupational incident resulting in injury or death. Poor corporate results on Worker's Safety Compensation Commission (WSCC) evaluations and non-compliance with the *Safety Act* result in high claims costs and WSCC penalties.

Efforts to mitigate the impacts of OHS related risks include the promulgation and regular update of the Occupational Health and Safety Policy to ensure it continues to meet the obligations set out in the *Safety Act*, the establishment of OHS Safety Committees within departments and agencies, and an OHS program framework which guides OHS activities across the GNWT.

#### 2. Duty to Accommodate

The GNWT has a legal duty to accommodate employees in instances where due to injury, medical conditions or any other prohibited ground enumerated under the *Human Rights Act*, an employee's ability to work has been compromised. Failure to accommodate employees may result in a violation of the *Human Rights Act* which could result in significant financial implications for the GNWT, in addition to the negative impact such violations would have on the GNWT's brand and ability to attract the talent it needs.

The GNWT's Duty to Accommodate Policy and accompanying guidelines supports the appropriate and effective management of the GNWT's responsibilities respecting our duty to accommodate employees and clarifies the roles and responsibilities involved in the accommodation process. Detailed guidelines and procedures on the duty to accommodate process are important to the application of the Policy.

Duty to Accommodate training is offered to managers and supervisors in all departments. There were nine sessions delivered in 2015, including in five regional locations. Eleven manager training sessions are scheduled in 2016, including six in the regions.

Duty to Accommodate Advisor positions are located in Yellowknife, Hay River and Inuvik to manage the caseload and provide additional proactive training to managers.



## Department of Human Resources 2016-17 Business Plan

### **3. Corporate Workforce Planning**

GNWT Departments and Agencies require support for recruitment, retention, succession planning and talent management. Failure to adequately provide this support could result in the GNWT being unable to build and retain a competent, effective public service, thus compromising the ability to meet the needs of residents of the NWT.

The DHR has in place a Workforce Planning Strategy to assist the GNWT to recruit and retain high quality employees, to ensure organizational stability and to achieve corporate and operational goals. Workforce planning strives to ensure corporate and strategic goals and operational activities are linked. The Workforce Planning Strategy provides the GNWT with a systematic way to proactively plan, so that operations consist of the right number of people, with the right skills, in the right place and at the right time.

### **4. Job Competition Administration**

Delays in the competition process and wrong hire costs may result in lengthy service times, poor quality service, poor management performance and morale issues related to staff shortages.

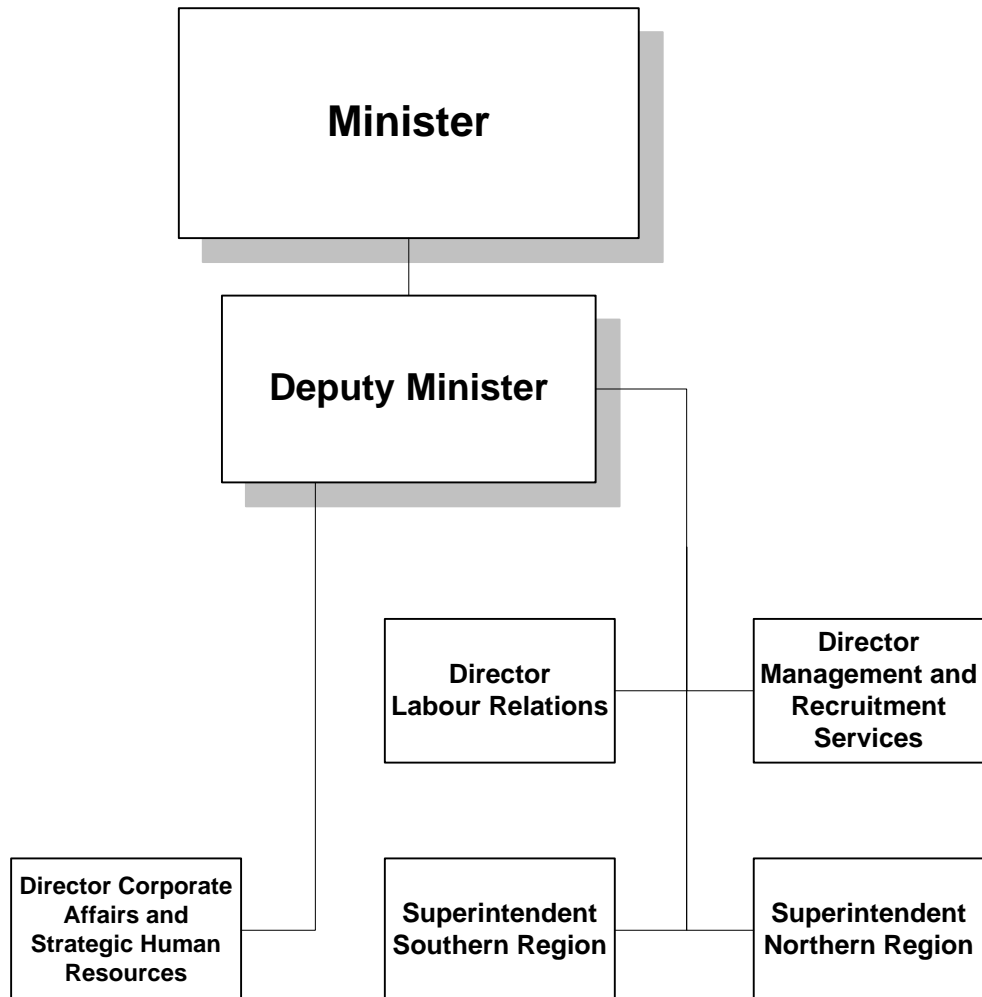
Training programs have been developed to assist hiring managers as they undertake staffing actions.

The Human Resource Manual section covering the hiring process has been updated to ensure it provides accurate information to hiring managers.

Staffing Appeals Regulations have been updated to improve the timeliness and efficiency of the staffing process by establishing appeal time frames that identify e-mail and fax as more immediate forms of communication and clarify the impact of late or incomplete appeal submissions.



## Department of Human Resources 2016-17 Business Plan





## Department of Human Resources 2016-17 Business Plan

### 2. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Directorate	4,489	4,505	4,504	5,307
Labour Relations	3,310	3,292	3,291	2,608
Management and Recruitment	4,734	4,600	4,605	4,582
Regional Operations	3,799	3,806	3,797	3,067
Strategic Human Resources	7,254	8,127	8,127	6,053
<b>Total</b>	<b>23,586</b>	<b>24,330</b>	<b>24,324</b>	<b>21,617</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	15,452	15,915	15,909	17,265
Grants and Contributions	-	-	-	-
Other	8,063	8,344	8,344	4,223
Amortization	71	71	71	129
<b>Total</b>	<b>23,586</b>	<b>24,330</b>	<b>24,324</b>	<b>21,617</b>
<b>Revenues</b>	-	-	-	-

#### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	86	89
Regional / Area Offices	30	30
Other Communities	-	-
	<b>116</b>	<b>119</b>



## Department of Human Resources 2016-17 Business Plan

### 3. KEY ACTIVITIES

#### 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.

Corporate Affairs coordinates planning and reporting activities for the department, provides expert financial, policy, public relations, and information systems advice and manages the departments' administrative services.

The Corporate Affairs 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.

##### RESPONDING TO PRIORITIES

A healthy, sustainable and productive workforce is essential for GNWT to fulfill its mission and accomplish the priorities set out by the 18<sup>th</sup> Legislative Assembly. As a shared service provider, DHR activities will support all departments, boards and agencies in the development of their respective workforce as a key element of facilitating their own organizational goals.

##### GOAL

- Review and modernize relevant human resource management legislation and policy frameworks.

##### DEPARTMENTAL HIGHLIGHTS

The GNWT was honored to be selected as Canada's Best Diversity Employers for the third consecutive year in 2015. Further, the GNWT's commitment to the next generation was once again recognized nationally when awarded the honour of being one of Canada's Top Employers of Young People. This national award recognizes our employment culture and career management initiatives as some of the best across the country for supporting younger workers and advancing in their careers.



## Department of Human Resources 2016-17 Business Plan

The DHR is working to align the GNWT with modern best practices in human resource management. An updated set of HR policies and processes will establish the supporting structure to set clear roles and responsibilities and reasonable performance expectations based on legislation, policy and regulations for sound human resource management decisions. This work will continue to move the GNWT towards the goals and objectives of the *20/20 Strategic Plan* and will:

- clarify roles and responsibilities in human resource management;
- enhance HR's relationship with clients as a strategic business partner; and
- continuously improve processes for cost efficiency and effectiveness.

DHR is focused on providing leadership on human resource management supports for all departments and agencies in effectively recruiting, managing and retaining their staff by providing quality GNWT-wide programs, services and strategic advice in human resource management. DHR continues to focus on ongoing renewal of human resources policy and legislation, meeting terms and conditions of employment in collective agreements, marketing and promotion of GNWT careers, enhanced partnerships with client departments and agencies and the unions as well as developing metrics and measures to gauge success.

### **Engagement with Stakeholders**

DHR continues its partnership with stakeholder groups such as the Aboriginal Employees Advisory Committee (AEAC), the GNWT Advisory Committee on Employability (GACE), the Deputy Ministers' Human Resources Committee, the Directors of Finance and Directors of Policy groups to ensure the public service as a corporate resource is managed in a way that promotes stability, retention and maximum effectiveness. Stakeholder groups offer forums for discussion of shared issues, challenges and identification of solutions. DHR engages with these groups on a regular basis to review and update key frameworks, policies and tools as well as timing and approaches. Ongoing stakeholder engagement is a priority in 2016-17.

DHR conducts a client satisfaction survey to gauge satisfaction with the services and tools provided during the biennial Employee Engagement and Satisfaction Survey (EESS) and Client Satisfaction Survey (CSS). The most recent EESS and CSS were administered by the Bureau of Statistics in the November to December 2014 timeframe, each yielding a response rate of 46% of eligible employees. 75% of employees who completed the survey indicated they were "Satisfied" or "Very Satisfied" when asked about their overall satisfaction with the DHR, marking a slight decrease over the previous survey. Suggested areas for improvement included timeliness and accuracy of responses, the need for succession planning and professional development. The next survey is planned for fall of 2016.

### **Legislation and Policy**

In 2015-16, Staffing Appeals Regulations amendments were made to improve the timeliness and





## Department of Human Resources 2016-17 Business Plan

efficiency of the staffing process by establishing appeal time frames that identify e-mail and fax as more immediate forms of communication and clarify the impact of late or incomplete appeal submissions. A *Public Service Regulations* amendment was also made to provide clarity in the area of continuous employment.

The Human Resource Manual (HRM) was updated to streamline sections, remove outdated information or information found in other publications. Seventy-seven sections of the HRM were updated or removed in 2015-16.

### Cross-Departmental Initiatives

#### Service Level Agreements

- The management of the GNWT's human resources is a shared service provider between departments and agencies to enable the achievement of Government priorities. The DHR is currently developing Service Level Agreements which will help define the role of the DHR in supporting departments and agencies in meeting their human resource management needs. They will also provide a foundation for targeted human resource metrics and data analysis that will allow clients to make informed, evidence-based human resource business decisions.





## Department of Human Resources 2016-17 Business Plan

### Key Activity 2 – 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 for the consistent application of the Duty to Accommodate Injury and Disability Policy and Guidelines and the Harassment Free and Respectful Workplace Policy (HFRWP) and Guidelines.

**Advice and Adjudication** 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 the Duty to Accommodate Policy, investigations conducted under the HFRWP, and collective bargaining on behalf of the GNWT.

#### GOALS

- Support a work environment that promotes positive labour/management relations, productivity, and fair and consistent treatment of staff.
- Ensure consistent application of the Duty to Accommodate Injury and Disability Policy and Guidelines and the Harassment Free and Respectful Workplace Policy and Guidelines.
- Provide timely and relevant labour relations advice to managers and human resource staff.

#### DEPARTMENTAL HIGHLIGHTS

##### **Harassment Free and Respectful Workplace Policy Investigations**

The GNWT ensures a positive work environment through ongoing training for managers and employees. In addition, DHR provides strategic human resource advice and guidance to program managers on a range of positive management practices.

DHR will continue training for managers in 2016-17 to ensure their understanding of prevention and early resolution of conflicts and methods they can use to incorporate this information into everyday work practices. Eleven sessions are scheduled for 2016.



## Department of Human Resources 2016-17 Business Plan

Client departments and agencies may initiate investigations for workplace issues that fall outside the mandate of the HFRWP.

### **Grievances and Arbitrations**

Management of arbitrations is a joint process between the Union and the GNWT, requiring agreement between the parties on how to reach resolutions. 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.

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 *20/20 Strategic Plan*.

### **Duty to Accommodate**

The GNWT, as an employer, has a legal duty to accommodate its employees in instances where due to injury, medical conditions or any other prohibited ground enumerated under the *Human Rights Act*, 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.

The accommodation process involves cooperation between the GNWT, unions and employees to identify safe, timely, and reasonable measures to accommodate employees. The goal of accommodation is to have employees remain in the workforce or, if absent, integrated back into the workplace as soon as is reasonably and safely possible.

Duty to Accommodate training is offered to managers in all departments and information sessions are facilitated for employees. There are 11 sessions scheduled for Managers/Supervisors in 2016, including 6 in regional locations.

### **PERFORMANCE MEASURES**

The GNWT is committed to providing and maintaining a workplace that is free of harassment and where all employees are treated with dignity and respect. Manager training sessions are intended to promote awareness of the policy and corresponding processes and to develop the skills required to manage conflict within work units.



## Department of Human Resources 2016-17 Business Plan

**Measure:**

The number of training sessions provided to managers is outlined below:

2014-15	2013-14	2012-13	2011-12
8	8	7	7



## Department of Human Resources 2016-17 Business Plan

### Key Activity 3 – Management and Recruitment Services

#### DESCRIPTION

The **Management and Recruitment Services Division** 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 management.

**Human Resources Services** provides general human resource services through two client service centers: Yellowknife and Tłıchǵ. Human resource services include recruitment, administration of job competitions, labour relations advice, job description review, employee development and support to managers for human resource management, planning and employee recognition.

**Allied Health Recruitment Unit** provides specialized recruitment of allied health professionals in all regions.

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

#### GOALS

- Implement an innovative, multi-pronged approach to recruit and retain a capable, competent public service that is representative of the people it serves.

#### DEPARTMENTAL HIGHLIGHTS

##### **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 2014-15, less than 1% of competitions completed were upheld in appeal.

In 2015-16, 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.



## Department of Human Resources 2016-17 Business Plan

### Summer Student Employment Program

The GNWT supports northern post-secondary students through the Summer Student Employment Program, which provides students with valuable work experience to complement their formal education. The DHR takes an active role in providing guidance and advice to hiring managers when they are hiring summer students. The Department is committed to ensuring that the summer student hiring policies and procedures are clearly communicated to all departments prior to the commencement of the summer student hiring season.

### Graduate Internship Program

The Graduate Internship Program provides an opportunity for northern post-secondary graduates to gain hands-on work experience with the GNWT through an internship.

Staff hiring decisions, including summer students and interns, are the responsibility of individual departments. The DHR facilitates the hiring process collaboratively with departments; this collaborative relationship directly influences the time to hire cycle.

Programs such as the Summer Student Employment Program and strategic goals on student and youth initiatives, including the GNWT internship program validates the GNWT direction by being honoured as “Canada’s Top Employers for Young People” for 2015. This award recognized the GNWT’s employment culture and career management initiatives as some of the best across the country for supporting younger workers and advancing in their careers.

### PERFORMANCE MEASURES

The DHR strives to ensure fairness and transparency in the hiring process. The percentage of staffing appeals upheld compared to all job competitions completed is an indicator of compliance with departmental hiring processes. The table below shows consistent improvement in this area:

**Measure:** Percentage of staffing appeals upheld compared to all job competitions completed.

2014-15	2013-14	2012-13	2011-12
0.91% (6/657)	0.96% (8/831)	1.21% (10/828)	1.27% (9/706)



## Department of Human Resources 2016-17 Business Plan

The Summer Student Employment Program supports northern post-secondary students in gaining job experience.

Performance Measures	2015	2014	2013	2012
Number of Summer Students Hired	341	302	271	308
Indigenous Aboriginal Students	54.84% (187)	52.7% (159)	51% (139)	54.6% (168)
Indigenous Non-Aboriginal Students	43.7% (149)	45% (136)	43.9% (120)	42.5% (131)
Non-Indigenous Students	1.46% (5)	2.3% (7)	4.4% (12)	2.9% (9)

The Graduate Internship Program supports northern post-secondary graduates in gaining job experience.

Performance Measures	2014-15	2013-14	2012-13	2011-12
Number of Graduate Applications	86	70	70	62
Number of Graduate Hired	23	22	32	16



## Department of Human Resources 2016-17 Business Plan

### Key Activity 4 –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 management and 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.

The **Northern Region** consists of the Inuvik and Sahtu Service Centres.

The **Southern Region** consists of Fort Smith, Hay River, and Dehcho Service Centres.

#### GOALS

- DHR will continue to promote the Regional Recruitment Program (RRP) as a recruitment option.

#### DEPARTMENTAL HIGHLIGHTS

##### **Regional Recruitment Program**

Under the umbrella of the Workforce Planning Strategy, the RRP is intended to assist with increasing regional employment opportunities by supporting and assisting departments and agencies in the recruitment and development of Northern residents through on-the-job training.

Since the start of the program in January 2014, 21 trainees have been placed in the following departments/agencies:

Justice	Lands	BDHSSA	DOT	ECE	HR	ITI	MACA	PWS	Aurora College
4	3	3	1	1	1	2	1	1	3

\*\* These trainees are located in the communities of Inuvik (7), Fort Simpson (5), Fort Liard (2), Fort MacPherson (1), Fort Providence (1), Fort Smith (3), Tuktoyaktuk (1) and Yellowknife (1).

Seven individuals have been appointed to indeterminate positions after completing their training positions through the program.



## Department of Human Resources 2016-17 Business Plan

DOT	Justice	HR	ITI	Aurora College	Lands
1	2	1	1	1	1

\*\* These indeterminate placements are located in the communities of Inuvik (3), Fort Simpson (2), Fort Providence (1) and Yellowknife (1).

### PERFORMANCE MEASURES

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





## Department of Human Resources 2016-17 Business Plan

### Key Activity 5 – Strategic Human Resources

#### DESCRIPTION

The **Strategic Human Resources Division** is responsible for leading government-wide human resource management. The Division is responsible for leading the implementation of the *20/20 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, leadership, and employee development; health and wellness; workplace safety; and diversity. The Unit also provides specialized recruitment advice as well as planning and implementation of specialized recruitment programs, strategies and initiatives.

The **Business Performance Unit** identifies, consolidates, measures, and reports information relevant to strategic, operational, and transactional human resources goals, particularly in the areas of workforce reporting, Human Resource (HR) metrics, business process improvement and HR analytic activities.

#### GOALS

- Successful implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.
- Create a work environment that promotes employee development, and ensures safety and wellness.
- In collaboration with Finance, Industry Tourism and Investment, and Education Culture and Employment, the DHR will develop and implement a strategy to increase employment in small communities.



## Department of Human Resources 2016-17 Business Plan

### DEPARTMENTAL HIGHLIGHTS

#### **Workforce Planning**

The Workforce Planning Strategy assists the GNWT to recruit and retain high quality employees, to ensure organizational stability and to achieve corporate and operational goals. Workforce planning is important to ensure that corporate and strategic goals and operational activity are linked. The Workforce Planning Strategy provides the GNWT with a systematic way to proactively plan and to work to ensure the right number of people, with the right skills, in the right place, and at the right time.

The GNWT actively works on recruitment initiatives to fill vacant positions and on retention initiatives to assist in engaging and motivating the existing workforce. The Workforce Planning Strategy provides a framework for current and future recruitment activities to continue to develop retention strategies that engage and recognize existing employees and to provide tools that align recruitment efforts to corporate objectives. The Workforce Planning Strategy includes the following sub-strategies that organize recruitment and retention activities:

- Regional Recruitment Initiative
- Inclusive Recruitment Initiative
- Hard to Recruit Initiative
- Bilingual Recruitment Initiative
- Student and Youth Initiative
- Knowledge Retention Initiative
- Refocusing Recruitment Initiative

#### **Learning and Development Policy**

To support employee's ability to effectively deliver department and agency mandates the GNWT implemented a Learning and Development Policy in April 2014. The policy underwent review in 2015 to look at best practices and to review the requirements for mandatory training in all areas except Aboriginal Culture Awareness Training and OHS Supervisory Safety Training.

#### **Leadership Development Program**

The GNWT partners with the University Of Alberta School Of Business, Executive Education, and is delivering the GNWT Leadership Development Program for executive managers, managers and emerging managers.

The Program assists the GNWT in workforce planning by providing employees with opportunities to prepare them for future roles and/or advancement within the GNWT.



## Department of Human Resources 2016-17 Business Plan

### **Management Series**

The Management Series increases the overall management competency of employees in management and supervisory positions. New courses scheduled to be available in 2016-17 include finance, diversity and inclusion, coaching, job evaluation information overview, GNWT and Aboriginal Engagement and communications. Emphasis will be placed on delivering courses online to increase accessibility of the courses by participants across the territory.

### **Corporate Training**

In response to client identified training needs and corporate training initiatives, DHR co-ordinates courses relevant to all employees through the online GNWT Learning & Development Calendar.

The Learning and Development Calendar has expanded to include more online training opportunities for all GNWT employees:

- New Employee's Guide to Onboarding
- Employee Workplace Safety Awareness Training
- Online Safety Courses

In addition DHR partners with outside agencies to develop and deliver ongoing learning opportunities in the areas of Health & Wellness, Occupation Health & Safety and promote training offered by Aurora College.

DHR added Mental Health in the Workplace webinars for all GNWT employees starting in January 2016, and contracted four half day workshops on Mental Health in the Workplace Awareness for People Leaders (Managers/Supervisors and HR Professionals) in February 2016. This training will continue in 2016-17.

DHR is currently working on developing more online learning courses to launch in 2016-17. New online courses will include Diversity and Inclusion, Finance, and Coaching Fundamentals.

### **Occupational Health and Safety**

DHR continues its work in establishing a government-wide occupational health and safety (OHS) program to support departments and agencies in ensuring their workplaces comply with health and safety standards. DHR provides support, guidance, and advice to assist departments in improving health and safety practices within all GNWT workplaces. Progress has been made over the last few years to ensure all GNWT employees are aware of OHS requirements.

2016-17 activities are focused on actively promoting occupational health and safety to all GNWT employees, to ensure all employees are aware of their rights, roles and responsibilities as they relate to the *Safety Act* and Occupational Health and Safety Regulations. The DHR will continue to deliver the established GNWT-wide training program, so that all employees can access training



## Department of Human Resources 2016-17 Business Plan

based on their role (manager, OHS committee member, etc.) within the organization. DHR will focus on meeting all legislated requirements under the *Safety Act* and *OHS Regulations* and being successful in the Safe Advantage Program (SAP), which is a financial incentive-based that is comprised of the Claims Experience Costs Analysis and the Management Practice Questionnaire (MPQ). The Claims Experience Costs Analysis measures an employer's claims experience costs against an "experience range" to assess if its costs are within range, or exceptionally high (poor) or low (superior). The MPQ evaluates an employer's commitment to workplace safety with respect to prevention and return-to-work practices. To pass the MPQ, employers must score a minimum of 70% in both sections of the questionnaire. A description of Safe Advantage results is as follows:

Safe Advantage Results	Financial Outcome
Superior claims experience cost + Proven management practices	Refund
Superior claims experience cost + Poor management practices	Forfeit refund
Claims experience costs within incentive range	Neutral
Poor claims experience costs + proven management practices	Automatic claims experience penalty
Poor claims experience costs + poor management practices	Automatic claims experience penalty + Management practices penalty*

### ePerformance and Competency Based Performance Management

ePerformance is a PeopleSoft module within GNWT's human resource system, HRIS (Human Resource Information System), that automates the performance development process. ePerformance was originally launched in 2014-15 to supervisors and above to complete their performance appraisals. Feedback from users resulted in enhancements to functionality, business processes and learning material for end user support. On April 1, 2016, an improved version of ePerformance was rolled out to all GNWT employees and replaced the current paper-based process for the 2016/17 performance appraisal cycle.

Benefits of this project to GNWT employees are a consistent, standardize approach and process for all performance appraisals allowing departments to align employee performance with organizational goals and objectives and set the groundwork for a solid talent management strategy across government.

### Aboriginal Employee Development

DHR is supporting long and short term opportunities for the development of Aboriginal persons to sustain representation at all levels of the public service and supports a range of initiatives to



## Department of Human Resources 2016-17 Business Plan

recruit, advance and retain Aboriginal employees including:

- Aboriginal Management Development Program (AMDP) to develop and place Aboriginal people into management and senior management positions.
- Aboriginal Employees Advisory Committee (AEAC) provides strategic advice to the GNWT on strategies and approaches to attracting, recruiting, advancing and retaining Aboriginal employees within the public service;
- Capacity building agreements with Aboriginal Governments and organizations to enhance the skills and knowledge of beneficiaries, in preparation for the implementation of self-government.

### **Diversity and Inclusion**

Increasing the representation of designated priority groups in the public service helps to ensure the GNWT is reflective of the population it serves. Efforts in 2016-17 will focus on a new Disability Awareness Campaign, and Diversity and Inclusion Training which is under development and will be made available in 2016-17 for all GNWT employees and included as part of a new employee onboarding program.

### **Cross-Departmental Initiatives**

#### **Aboriginal Employee Advisory Committee**

- The Aboriginal Employees Advisory Committee (AEAC) provides strategic advice to the GNWT on strategies and approaches to attracting, recruiting, advancing and retaining Aboriginal employees within the GNWT. The AEAC is co-chaired by the DM of Aboriginal Affairs and the DM of Environment and Natural Resources.

#### **GNWT Advisory Committee on Employability**

- The GNWT Advisory Committee on Employability (GACE) advises the Deputy Minister's Human Resources Committee on methods to promote, support and increase the representation of persons with disabilities within the GNWT workforce, while fostering a spirit of inclusion and awareness among GNWT employees. The GACE is co-chaired by the DHR DM and one other Deputy Minister. The committee also has six core GNWT members from regions across the NWT, an HR Diversity Officer for support and six non-governmental organizations (NGO) representatives.

### **PERFORMANCE MEASURES**

Developmental opportunities for aboriginal employees will result in an increase in aboriginal representation at the senior manager level. The number of aboriginal employees in senior management has remained relatively consistent, as seen in the table below.



## Department of Human Resources 2016-17 Business Plan

2014-15	2013-14	2012-13	2011-12
18.8% (46/247)	20.2% (45/223)	19.6% (40/204)	18.7% (37/198)

In support of government mandate, the DHR continues to implement the *20/20 Strategic Plan* to ensure the occupational health and safety. The GNWT is considered one employer under WSCC. As such, the DHR combines Management Practices Questionnaire responses from all departments into one response on behalf of the GNWT. To score a mark on the MPQ, all departments must answer positively to all sub-questions within a question. The GNWT failed the SAP in 2014-15m, but no financial penalty was incurred.

2014-15	2013-14	2012-13	2011-12
Fail (neutral)	Pass (forfeit refund)	Pass (CE Penalty)	Pass (CE Penalty)

Although the decision to fill positions is the purview of departments, the DHR works to ensure accurate vacancy reporting (positions to be filled) which ultimately facilitates short and long term workforce planning. The percentage of vacant positions within the GNWT has decreased over the past three years.

2014-15	2013-14	2012-13	2011-12
8.0%	8.26%	10.40%	n/a

<b>HUMAN RESOURCES</b>
------------------------

**2016-17 Business Plan****Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Departmental Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>4</b>	<b>Proposed Adjustments to Grants &amp; Contributions: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>5</b>	<b>Human Resources Statistics</b>
<b>6</b>	<b>Infrastructure Investments</b>
<b>7</b>	<b>Restatements</b>

<b>DEPARTMENTAL SUMMARY</b>
-----------------------------

(thousands of dollars)

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Revised Estimates</b>	<b>2015-16 Main Estimates</b>	<b>2014-15 Actuals</b>
<b>Operations Expenses by Activity</b>				
Directorate	4,489	4,505	4,504	5,307
Labour Relations	3,310	3,292	3,291	2,608
Management and Recruitment	4,734	4,600	4,605	4,582
Regional Operations	3,799	3,806	3,797	3,067
Strategic Human Resources	7,254	8,127	8,127	6,053
<b>Total</b>	<b>23,586</b>	<b>24,330</b>	<b>24,324</b>	<b>21,617</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	15,452	15,915	15,909	17,265
Grants and Contributions	-	-	-	-
Other	8,063	8,344	8,344	4,223
Amortization	71	71	71	129
<b>Total</b>	<b>23,586</b>	<b>24,330</b>	<b>24,324</b>	<b>21,617</b>
<b>Revenues</b>	-	-	-	-

**HUMAN RESOURCE SUMMARY**

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Main Estimates</b>
Yellowknife Headquarters	86	89
Regional / Area Offices	30	30
Other Communities	-	-
	<b>116</b>	<b>119</b>



Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Directorate</b>										
Directorate Management	667	-	667	-	-	-	-	(230)	-	437
Corporate Affairs	3,239	-	3,239	-	23	-	(761)	-	(22)	2,479
Business Performance	598	-	598	-	-	-	-	-	-	598
Policy & Communications	-	-	-	-	-	-	975	-	-	975
	4,504	-	4,504	-	23	-	214	(230)	(22)	4,489
<b>Labour Relations</b>										
Program Management	296	-	296	-	1	-	110	-	-	407
Accommodation, Bargaining & Investigations	1,470	-	1,470	(92)	-	-	-	-	-	1,378
Advice & Adjudication	1,525	-	1,525	-	-	-	-	-	-	1,525
	3,291	-	3,291	(92)	1	-	110	-	-	3,310
<b>Management and Recruitment</b>										
Program Management	358	-	358	-	-	-	128	-	-	486
Human Resources Services	3,092	-	3,092	-	1	-	-	-	-	3,093
Allied Health Recruitment	489	-	489	-	-	-	-	-	-	489
Human Resources Operations	454	212	666	-	-	-	-	-	-	666
	4,393	212	4,605	-	1	-	128	-	-	4,734
<b>Regional Operations</b>										
Northern Region	1,899	-	1,899	-	1	-	-	-	-	1,900
Southern Region	1,898	-	1,898	-	1	-	-	-	-	1,899
	3,797	-	3,797	-	2	-	-	-	-	3,799
<b>Strategic Human Resources</b>										
Program Management	739	-	739	-	-	-	(452)	(287)	-	-
Job Evaluation and Organizational Design	1,117	-	1,117	-	1	-	-	-	-	1,118
Employee Development and Workforce Planning	6,483	(212)	6,271	-	-	-	-	(135)	-	6,136
	8,339	(212)	8,127	-	1	-	(452)	(422)	-	7,254
<b>TOTAL DEPARTMENT</b>	<b>24,324</b>	<b>-</b>	<b>24,324</b>	<b>(92)</b>	<b>28</b>	<b>-</b>	<b>-</b>	<b>(652)</b>	<b>(22)</b>	<b>23,586</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Major Revenue Changes

Not Applicable (No Revenue)

(thousands of dollars)

## PROPOSED ADJUSTMENTS

	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-	-	-	-	
<b>TRANSFER PAYMENTS</b>							
Federal Cost-shared	-	-	-	-	-	-	
Capital Transfers	-	-	-	-	-	-	
	-			-	-	-	
<b>TAXATION REVENUE</b>							
Personal Income Tax	-	-	-	-	-	-	
Corporate Income Tax	-	-	-	-	-	-	
Tobacco Tax	-	-	-	-	-	-	
Fuel Tax	-	-	-	-	-	-	
Payroll Tax	-	-	-	-	-	-	
Property Tax and School Levies	-	-	-	-	-	-	
Insurance Taxes	-	-	-	-	-	-	
	-			-	-	-	
<b>GENERAL REVENUES</b>							
Revolving Funds Net Revenue	-	-	-	-	-	-	
	-	-	-	-	-	-	
Regulatory Revenue	-	-	-	-	-	-	
	-	-	-	-	-	-	
Investment Income	-	-	-	-	-	-	
	-	-	-	-	-	-	
Lease	-	-	-	-	-	-	
	-	-	-	-	-	-	
Program	-	-	-	-	-	-	
	-	-	-	-	-	-	
Grants in Kind	-	-	-	-	-	-	
	-	-	-	-	-	-	
Service and Miscellaneous	-	-	-	-	-	-	
	-	-	-	-	-	-	
	-	-	-	-	-	-	
	-	-	-	-	-	-	
<b>TOTAL REVENUE</b>	-	-	-	-	-	-	

[illegible]

(thousands of dollars)

**Inter-  
Departmental  
Transfers and  
Other**

[illegible]

## Human Resources Statistics

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>111</b>	<b>0.0%</b>	<b>112</b>	<b>0.0%</b>	<b>207</b>	<b>0.0%</b>	<b>197</b>	<b>0.0%</b>
Indigenous Employees								
Aboriginal	42	37.8%	40	35.7%	74	35.7%	67	34.0%
Non-Aboriginal	37	33.3%	39	34.8%	58	28.0%	53	26.9%
Non-Indigenous Employees	32	28.8%	33	29.5%	75	36.2%	77	39.1%
Male	18	16.2%	19	17.0%	35	16.9%	27	13.7%
Female	93	83.8%	93	83.0%	172	83.1%	170	86.3%
<b>Senior Management</b>	<b>9</b>	<b>0.0%</b>	<b>11</b>	<b>0.0%</b>	<b>12</b>	<b>0.0%</b>	<b>9</b>	<b>0.0%</b>
Indigenous Employees								
Aboriginal	3	33.3%	4	36.4%	3	25.0%	1	11.1%
Non-Aboriginal	4	44.4%	4	36.4%	5	41.7%	5	55.6%
Non-Indigenous Employees	2	22.2%	3	27.3%	4	33.3%	3	33.3%
Male	-	0.0%	-	0.0%	2	16.7%	1	11.1%
Female	9	100.0%	11	100.0%	10	83.3%	8	88.9%
<b>Non-Traditional Occupations</b>	<b>-</b>	<b>0.0%</b>	<b>-</b>	<b>0.0%</b>	<b>4</b>	<b>0.0%</b>	<b>4</b>	<b>0.0%</b>
Indigenous Employees								
Aboriginal	-	0.0%	-	0.0%	2	50.0%	3	75.0%
Non-Aboriginal	-	0.0%	-	0.0%	1	25.0%	-	0.0%
Non-Indigenous Employees	-	0.0%	-	0.0%	1	25.0%	1	25.0%
Male	-	0.0%	-	0.0%	1	25.0%	2	50.0%
Female	-	0.0%	-	0.0%	3	75.0%	2	50.0%

**2016-17 Infrastructure Investments**

Not Applicable.

Schedule of Restatements
--------------------------

Department Human Resources

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
<b>OPERATIONS</b>								
	<b>Management and Recruitment Services</b>				4,734,000	4,600,000	4,393,000	4,499,000
	Transfer of Marketing and Promotions role to HR Operations from Employee Development		HQ	Other	-	-	212,000	83,000
			<b>Total</b>		<b>\$ 4,734,000</b>	<b>\$ 4,600,000</b>	<b>\$ 4,605,000</b>	<b>\$ 4,582,000</b>
	<b>Strategic Human Resources</b>				7,254,000	8,127,000	8,339,000	6,136,000
	Transfer of Marketing and Promotions role to HR Operations from Employee Development		HQ	Other	-	-	(212,000)	(83,000)
			<b>Total</b>		<b>\$ 7,254,000</b>	<b>\$ 8,127,000</b>	<b>\$ 8,127,000</b>	<b>\$ 6,053,000</b>
	<b>Directorate</b>				4,489,000	4,505,000	4,504,000	5,307,000
	<b>Labour Relations</b>				3,310,000	3,292,000	3,291,000	2,608,000
	<b>Regional Operations</b>				3,799,000	3,806,000	3,797,000	3,067,000
			<b>Total</b>		<b>\$ 23,586,000</b>	<b>\$ 24,330,000</b>	<b>\$ 24,324,000</b>	<b>\$ 21,617,000</b>



# **Annual Business Plan**

**2016-2017**

**Industry, Tourism and Investment**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

### 1. DEPARTMENTAL OVERVIEW

#### MISSION

The mandate of the Minister and the Department of Industry, Tourism and Investment (ITI) is to promote economic self-sufficiency through the responsible development of Northwest Territories (NWT) mineral and petroleum resources; the development of natural resource industries, including agriculture, commercial fishing and the traditional economy; and the promotion and support of tourism, trade and investment, business, and manufacturing and secondary industries, to create a prosperous, diverse and sustainable economy for the benefit of all NWT residents.

#### GOALS

1. Promote and support economic diversification, foster investor confidence, and encourage innovation to build a territorial economy that provides economic and social benefits for NWT residents.
2. Promote and support the development of business opportunities, including agriculture, commercial fishing, traditional economy, tourism, trade, investment, manufacturing, mineral and petroleum resource exploration and extraction, 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. Support the safe, secure, environmentally sound, and efficient regulation of the exploration, development, production, transportation, and closure/reclamation of petroleum and mineral resources.
5. Secure economic and employment opportunities from responsible resource development for NWT residents.





## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

6. Develop partnerships with individuals, businesses, communities, Aboriginal organizations and other governments to foster prosperity and community self-reliance.

### KEY ACTIVITIES SUMMARY

ITI has the following four Key Activities:

- **Corporate Management**
- **Economic Diversification and Business**
- **Minerals and Petroleum Resources**
- **Tourism and Parks**

The Office of the Regulator for Oil and Gas Operations has been transferred to the Department of Justice effective April 1, 2016.

### OPERATING ENVIRONMENT

The NWT economy is dominated by trade, particularly diamond, oil and gas exports, mineral exploration and development, and tourism. Our rich resource potential provides us with the economic base needed for growth, and much of the value from resource development originates with trade, construction and service businesses. Not only do these businesses benefit from purchasing by development companies, they also provide communities with needed goods and services.

The Conference Board of Canada's winter 2016 territorial outlook forecasted difficult times for the NWT economy, stating that, *"the outlook for the N.W.T. economy over the next 15 years is the weakest among the three territories. The Diavik diamond mine is expected to end operations in 2023 as reserves there run out. And the Ekati mine is expected to close in 2030. As a result, real GDP will decline at the end of the forecast period."*

Other factors that challenge the NWT's economy include:

- The price of one-carat diamonds declined by 13 per cent from winter 2015 to winter 2016.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

- The Snap Lake diamond mine halted operations in December, and this will hold back growth in 2016.
- Several base metal mines have received regulatory approval to move to the development phase, but a difficult financing environment has delayed most of the projects.

Some factors that bode well for the NWT economy include:

- Significant endowment of mineral and petroleum resources;
- Positive and improving world economic climate that will have positive impacts on NWT investment, commodity prices and tourism;
- Low interest monetary policy in Canada will benefit the NWT through a lower dollar and lower capital costs;
- New NWT mining projects will invigorate the territorial economy, creating new labour demand and attracting new residents to live in the NWT;
- New Government of the Northwest Territories (GNWT) population growth programs and initiatives will help create new labour and residential demand, spurring additional in-migration; and
- The realization of Devolution for the NWT has become an important factor in attracting new investment over the next five to ten years and beyond, as development decisions are now made by the GNWT as opposed to the Government of Canada.

Challenges for the NWT and Canada will be the need to address the failing infrastructure, helping to support informed public decision making regarding resource extraction, including hydraulic fracturing, building the new required infrastructure, labour availability, an aging workforce, high cost of living, high freight costs, and transportation challenges.

### **Major Projects in Advanced Planning or Development:**

Over the next decade a number of projects are planned in the NWT, which could represent more than \$4.5 billion in new spending and investment, which in turn will provide many opportunities and benefits for NWT residents. Specific projects and project costs include:

- Gahcho Kué (De Beers and Mountain Province Diamonds) - \$650 million



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

- Development of the Jay Pipe (Dominion Diamonds Ekati Mine) - \$500 + million
- Nechalacho mine site investment (Avalon Rare Metals) - \$550 million
- NICO (Fortune Minerals) - \$226 million
- Prairie Creek (Canada Zinc) - \$195 million
- Oil and Gas Offshore in excess of - \$2 billion
- Sahtu Oil and Gas - \$45 million per well
- Inuvik – Tuktoyaktuk Highway approximately - \$299 million
- Fibre Optic link from Inuvik to the North American Grid - \$60 million
- Liard Basin
- Slave Geological Province Seasonal Overland Route
- Mackenzie Gas Project

### **Projected NWT GDP Growth Rates:**

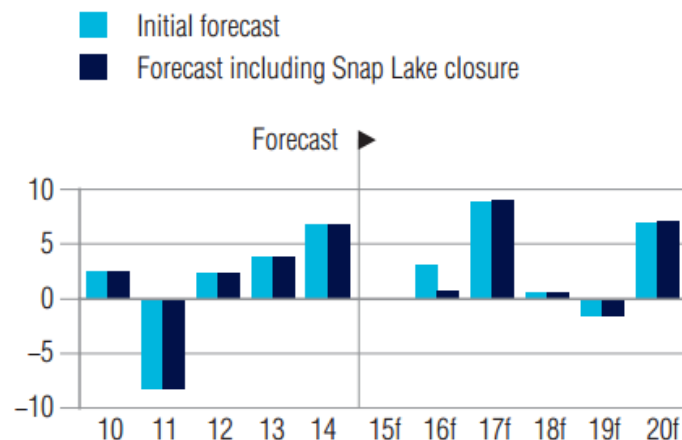
The NWT economy is expected to grow by 0.7 per cent in 2016. The following year, with production ramping up at Gahcho Kué, the territory is forecasted to experience strong economic growth of 9.1 per cent. (See Chart 1.) As the diamond mines mature, the NWT's economy will grow at a slower pace. A gradually slower growth rate is projected for future years as diamond production begins to wane.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

**Chart 1**

Snap Lake Closure Pulling Down Real GDP Growth in 2016  
(real GDP, percentage change)



f = forecast

Sources: The Conference Board of Canada; Statistics Canada.

### Limited mine life

The economic performance of the NWT is influenced by the mining sector, which directly accounts for one-third of its GDP. Previous investment in NWT mineral resources and exploration has resulted in gradual economic growth over the past number of years, which has brought many business and employment opportunities to NWT residents. However, the lifespans of some of the current operating mines in the NWT are set to come to an end in the next few years. New mine projects continue to be explored and developed, or are already in the works, and will be a necessary and integral sector in the NWT's economic makeup, but there is no certainty that these will proceed. In 2015, mining output was hampered by the global slump in commodity prices and contracted by 3.2 per cent. With the closing of Snap Lake mine, mining output will contract by 1.9 per cent this year. However, a strong rebound in mining growth is expected in 2017 when the Gahcho Kué mine ramps up production. In the later years of the forecast, metal mining is expected to gain prominence as Avalon's rare earth minerals project comes into production while the largest diamond mine in the NWT closes down (see Chart 2). This rise in metal mining is

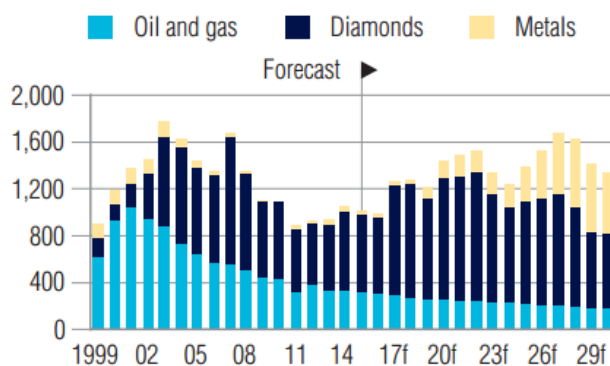


## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

contingent upon Avalon's Nechalacho site coming into production, which is not yet guaranteed, as the company continues to face regulatory and financing challenges.

Although the NWT has significant mineral and petroleum resource potential, it has been challenging for companies to carry out exploration work and get advanced projects into production due to regulatory issues, low commodity prices, lack of infrastructure, labour shortages and high operating costs.

**Chart 2**  
Diamond Mining to Ramp Up Production  
(in 2007 \$ millions)



f = forecast

Sources: The Conference Board of Canada; Statistics Canada.

### Oil and Gas Development Potential

Since its peak in 2000, oil and gas production has been declining steadily while diamond mining took over the lead. There has been considerable oil and gas exploration activity over the past few years, particularly in the Sahtu region. Today, oil and gas interest continues to be active; however, work has slowed down for some projects or has been delayed for others. Oil and natural gas projects continue to be an integral segment of the NWT economy.

Energy producers reacted to the dramatic fall in oil prices by reducing costs, particularly for long-term exploration projects. Arctic operations require significant investment of upfront capital, which increases the marginal cost of producing a barrel of oil to above what



## Department of Industry, Tourism and Investment

### 2016-17 Departmental Business Plan

the market can bear. Even though the National Energy Board and the Northwest Territories Geological Survey released good news in May 2015 about the estimated amount of oil in the Canol and Bluefish shale formations, oil companies are not going ahead with their exploration programs. Drilling in the Mackenzie Valley is costly and the season is short, since the only way to truck drilling equipment is to use a winter road. ConocoPhillips, which drilled four wells in the 2013–14 season, is showing no interest in the region for the foreseeable future. In December 2014, Chevron announced it was delaying drilling in the Beaufort Sea indefinitely. MGM Energy, which was acquired by Paramount Resources in 2014, also suspended drilling in the Canol shale play. Industry proponents estimate that a well in the Canol Shale area would only be profitable if oil is at United States (US) \$75 per barrel or higher. Currently, West Texas Intermediate is trading well below \$35.

Oil production has been in a steady decline in the NWT for almost 15 years. With conventional production near Norman Wells drying up and exploration for future plays coming to a virtual standstill, real mineral fuel output is forecast to fall at an average annual compound rate of 3.6 per cent from 2015 to 2030.

#### **Difficulty attracting investment**

Overall investment in the NWT has declined since 2006, most notably in the diamond sector. Restoring a positive investment climate is crucial to discovering new deposits and establishing new mines to sustain and grow the NWT economy. ITI has developed a Mineral Development Strategy (MDS) and an Economic Opportunities Strategy (EOS), which outline the GNWT's approach to address the issues that currently limit investment in the NWT. As a complement to those strategies, ITI is also in the process of developing an Oil and Gas Strategy for the NWT.

#### **Population**

The NWT is expected to see modest population growth between now and the mid-2020s. From 2025 to 2030, however, population will decline. In fact, between now and 2030, without public policy intervention, the population is expected to fall by close to 120 residents, making it the only territory forecast to see a population decline over the next 15 years. As part of addressing this issue, ITI is administering the business stream of the NWT Nominee Program, which is designed to attract entrepreneurs with business





## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

expertise and investment capital to settle in the NWT, bolstering both the NWT population and its business capacity.

### **Business Indicators**

The service sector felt the weakness in the mining industry last year. Transportation and warehousing, in particular, rely heavily on mining activity, and its output dropped 0.4 per cent in 2015 due to the decrease in mining exploration and production in the territory. On top of closing its Snap Lake diamond mine, De Beers also announced moving its Canadian headquarters from Toronto to Calgary in an effort to curb costs. This restructuring plan involves relocating some of its workers from Yellowknife to Calgary by June 2016. However, with Gahcho Kué coming online, an upturn in diamond production is expected between 2017 and 2018. Accordingly, the transportation and warehousing industry can look forward to gains averaging 3.9 per cent annually over those three years. As for the wholesale and retail trade sector, growth was lacklustre in 2015, but stronger growth of three per cent is expected in 2016. Public administration and defense dropped slightly in 2015, down 0.9 per cent, but is expected to grow by 0.6 per cent in 2016. Offsetting the contraction in most services industries somewhat is the growth in health care and social services. In all, the services sector grew a tepid 0.3 per cent in 2015, but stronger growth of 1.7 per cent is expected in 2016.

### **Higher living and business costs in the NWT, and regional disparities**

The cost of living in the NWT has long been an issue across the territory. Significant economic disparities exist between NWT regional centres and the smaller communities, as smaller communities often have limited infrastructure, fewer employment options, higher energy costs, and higher costs for goods and services. ITI continues to work with all regions and other GNWT departments toward programs and economic development initiatives to address this disparity, including the participation in GNWT efforts toward decentralization. This supports the 18<sup>th</sup> Assembly's priority of lowering the cost of living.

### **Need for economic diversification of the economy**

Mineral and petroleum exploration and development are cornerstones of the NWT economy. However, the NWT's dependence on the resource sector highlights the need to



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

diversify. ITI is fostering opportunities to diversify and expand the film, arts and fine crafts, tourism, traditional economy, and manufacturing sectors. ITI also continues to support programming to expand and grow NWT-based businesses. As previously noted, ITI has developed an EOS to diversify our economy away from dependence on non-renewable resources. A key theme of the EOS is to promote and realize greater opportunities for the territorial economy through economic and regional diversification. This supports the 18<sup>th</sup> Assembly's priority to invest in renewable resources, agriculture, arts and fine crafts, fisheries, forestry, manufacturing, tourism and traditional harvesting.

### **Need to promote and grow the Tourism sector**

The tourism sector contributed \$146.6 million to the NWT economy in 2014-15. Of all NWT economic sectors, tourism presents the greatest likelihood and potential of creating economic opportunities in each region and for each community. Continued investments by ITI in programs including marketing, Aboriginal tourism, Aurora and Chinese tourism, community and tourism industry engagement, tourism and parks infrastructure, skills development, and targeted research, will be critical in increasing the tourism visitor numbers and visitors spending in the NWT. ITI is currently developing a five year tourism strategy, *Tourism 2020*, to build on the successes of *Tourism 2015*, which saw an increase of over \$100 million in visitor spending from 2010-11 levels over the following four fiscal years.

The sector that continues to struggle is the fishing sector; however, the low exchange rate of the Canadian dollar has helped to mitigate this. The Department of ITI is investing in marketing and promotion of the NWT's significant fishing tourism potential, and on the commercial side, is developing a plan to establish a federally certified commercial fish receiving and shipping plant in Hay River.

### **Highlighted programs and strategies:**

The NWT **Mining Incentive Program** (MIP) provides funding to prospectors and exploration companies who propose new exploration projects or are already carrying out NWT mineral exploration work. The MIP is intended to stimulate and sustain mineral exploration activities throughout the NWT and reduce the risk associated with grass roots mineral exploration - exploration that is vital to a healthy, sustained, and productive





## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

mining industry. The MIP is an initiative of the NWT Mineral Development Strategy (MDS) and was developed in response to the findings of the Stakeholders Engagement Panel. The MIP is modeled after successful incentive programs offered by other Canadian jurisdictions.

The **Support for Entrepreneurs and Economic Development Policy (SEED)** will continue to provide over \$3.8 million in funding support to businesses and communities in the NWT. The SEED Policy's scheduled renewal process is currently under way. Policies and procedures will be examined towards enhancing program delivery, capturing more accurate information on the economic results, and improving the SEED Policy effectiveness at meeting the economic needs of the NWT.

**NWT Agriculture Strategy** - The NWT Agriculture Strategy will be the foundational document to encourage the development of an agricultural industry in the North. The strategy has been created to promote greater awareness and understanding of the values associated with growing and buying food locally.

**Great Slave Lake Commercial Fishery: Strategic Revitalization Plan** - ITI is currently developing a strategy to support commercial fishing in the NWT to assist in diversifying the economy, and providing employment in NWT communities. The strategy includes the establishment of a federally certified commercial fish plant in Hay River.

**Tourism 2015-20** - The overall goal of *Tourism 2015* is to increase the value of the tourism industry in the NWT. *Tourism 2015* has been widely successful, and ITI is currently developing a successor program, *Tourism 2020*.

**Take One: NWT Film Strategy and Action Plan** - ITI continues to provide support to the local NWT film industry and media arts industry and commercial guest productions filming on location in the NWT through programming and support offered through the Northwest Territories Film Commission (NWTFC).

The NWTFC continues to create awareness for the Film Rebate Program (FRP) by attending tradeshow, engaging in ongoing promotion in publications, on-line directories and the featuring the FRP on its own website.

**Tourism Diversification Program** - Contributions to support tourism operators in product diversification and in expansion into growing travel and tourism markets. Funding is available to assist businesses through planning, product development and marketing.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

**Marine Safety** - The Marine Safety Fund provides financial resources for training of tourism operators and their employees in skills necessary for safe operation of watercraft in the delivery of tourism experiences. These skills include areas such as first aid, operation of motorized and non-motorized vessels (both certification and non-certification training) and custom workshops on such subjects as the small vessel safety program of Transport Canada.

**Aboriginal Capacity Building program** - the GNWT currently provides support to Aboriginal governments through the Aboriginal Capacity Building program. This program assists Aboriginal organizations in attending mining, oil and gas conferences and in establishing industry connections.

### Enterprise Risk Management

The Department participates in the GNWT's corporate Enterprise Risk Management (ERM) program, including the development of Department-level risk assessments and mitigation plans. The Department has identified its top five risks which relate to its mission and strategic goals, stated above, whereby a failure to achieve progress in any of these areas would constitute a significant risk.

The top five identified risks for ITI are:

1. Industry chooses not to invest in NWT and an inability to attract investment leads to decreased economic growth;
2. Forecasted royalty revenue projections will not be achieved;
3. Inadequate information available to prepare valid revenue forecasts;
4. Trade agreements end up having a negative impact on northern businesses and communities; and
5. Possibility of injury due to various geological and other field work requirements, park operations, and international travel requirements for diamond valuation.

In order to mitigate these risks, the Department has taken the following approach:

Risk 1: ITI promotes the territory as a good place to invest through programs such as the Mining Incentive Program and the Mineral Development Strategy and provides strategic advice to stakeholders with responsive client services to expedite decision making for government, regulatory and investment opportunities;



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

Risk 2: ITI continually reassesses new data as it becomes available to determine if revisions to royalty revenue projections are warranted;

Risk 3: The Department regularly engages producers in discussions around forecast inputs to determine data validity;

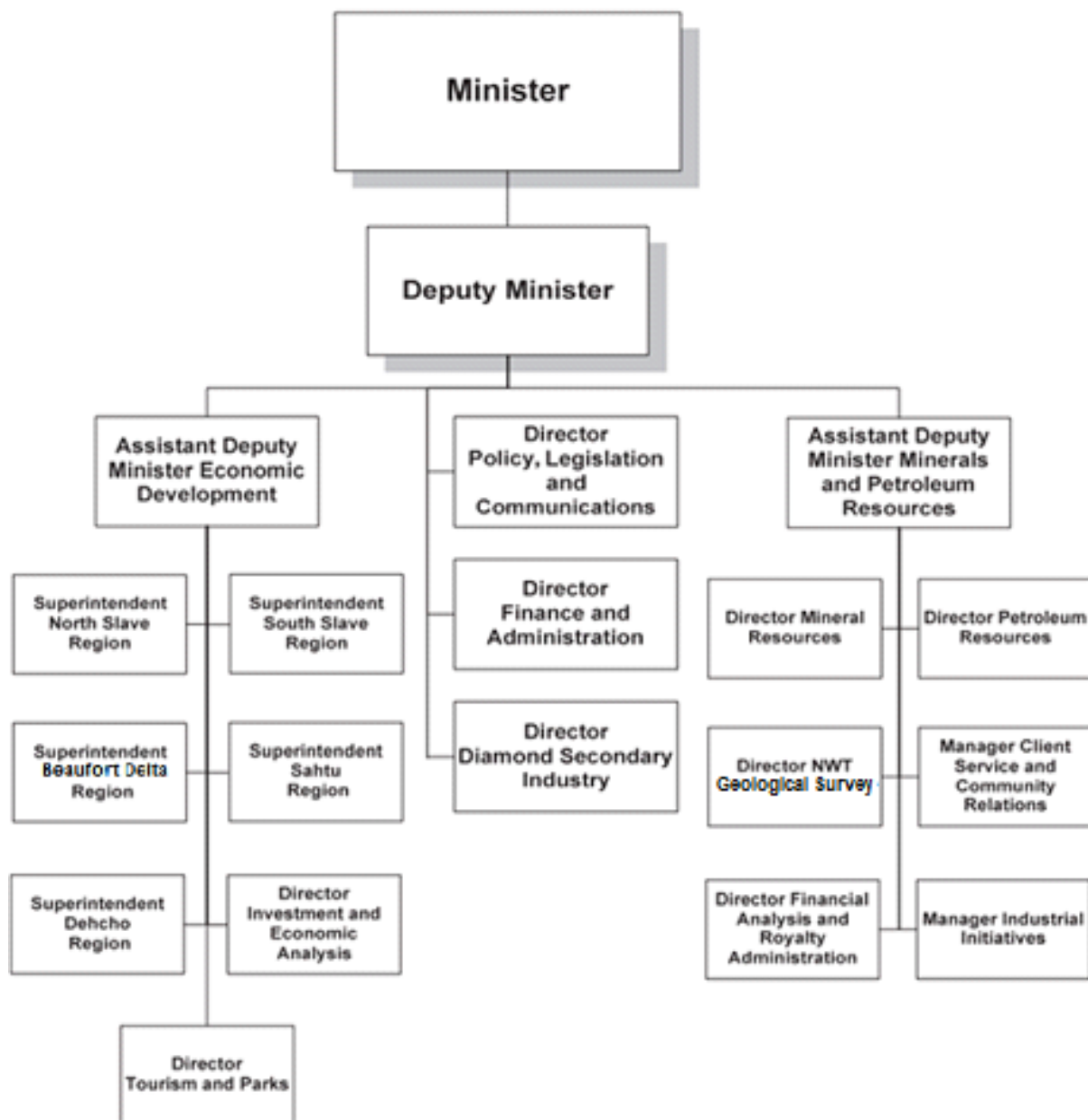
Risk 4: ITI participates in the process for trade negotiations in order to influence negotiations to benefit the NWT; and

Risk 5: The Department communicates the contents of its Occupational Health and Safety (OHS) plan, and implements the park safety manual, OHS committee meetings, and third party security protocols.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

ITI's organization chart is as follows:



## 2. RESOURCE SUMMARY



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals Restated
<b>Operations Expenses by Activity</b>				
Corporate Management	8,424	9,320	9,315	10,969
Economic Diversification & Business Support	18,566	23,203	22,776	20,289
Minerals and Petroleum Resources	15,958	18,156	17,175	16,206
Tourism and Parks	13,672	14,193	14,191	13,466
<b>Total</b>	<b>56,620</b>	<b>64,872</b>	<b>63,457</b>	<b>60,930</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	25,546	27,499	27,123	26,659
Grants and Contributions	15,732	18,427	18,427	18,085
Other	13,857	17,461	16,422	14,844
Amortization	1,485	1,485	1,485	1,342
<b>Total</b>	<b>56,620</b>	<b>64,872</b>	<b>63,457</b>	<b>60,930</b>
<b>Revenues</b>	<b>62,830</b>	<b>68,691</b>	<b>76,621</b>	<b>68,445</b>

### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	101	109
Regional / Area Offices	78	86
Other Communities	4	5
	<b>183</b>	<b>200</b>



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

### 3. KEY ACTIVITIES

#### Key Activity 1 – Corporate Management

##### DESCRIPTION

The Corporate Management activity provides overall management, strategic planning, policy and legislative development, financial and information services, communication and leadership, to ITI's Divisions and Regional Offices, enabling ITI to respond effectively to the priorities of the Legislative Assembly.

**Directorate** includes the Deputy Minister, the Assistant Deputy Minister Economic Development, and the Assistant Deputy Minister Mineral and Petroleum Resources. It guides the overall planning and execution of instructions from the Minister of ITI and the Legislative Assembly and Executive Council. The Deputy Minister and Assistant Deputy Ministers provide strategic advice and support to the Minister of ITI 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 initiatives on behalf of ITI, including environmental impact assessments and regulatory matters, as well as land claim and self-government agreement negotiations and implementation.

**Finance and Administration** provides financial management and administrative services to ITI. These services include providing advice to senior managers on financial management, financial control, financial submissions, and leading the Main Estimates process.

**Corporate Costs** captures ITI-wide costs such as Technology Service Center chargebacks.

Housed in the Department of Lands, **Informatics** provides strategic advice and guidance on the use of information and technology in support of ITI programs and services, and broad information management services to ITI, Environment and Natural Resources, and Lands,



## **Department of Industry, Tourism and Investment**

### **2016-17 Departmental Business Plan**

including: information systems and internet development, implementation and operations, geomatics and geographic information systems, data and analysis, and records and library services for electronic and printed and visual services.





## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

### Key Activity 2 – Economic Diversification and Business Support

#### DESCRIPTION

The Economic Diversification and Business Support activity consists of Investment and Economic Analysis Division within ITI, as well as the NWT Business Development and Investment Corporation (BDIC), Community Futures Development Corporations (Community Futures), and the Diamond Secondary Industry Division (DSI).

ITI encourages investment in the NWT by providing economic analysis, and regional market and economic data for both business and government. It supports informed decision-making by providing economic data, market intelligence, sector information, and opportunity studies. In conjunction with the BDIC and Community Futures Development Organizations, ITI provides business advice and access to investment capital. These activities are delivered through the Investment and Economic Analysis Division (IEA) and Regional Offices, the BDIC, and funding Community Futures Development 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 the NWT Construction Association, as well as with professional associations, to promote the NWT as a place to work, invest and live.

IEA 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. Regional Offices implement the traditional economy programming. IEA is also the GNWT lead on internal and international trade matters, including negotiations relating to the Agreement on Internal Trade, and providing support for the GNWT's participation in the Pacific Northwest Economic Region, the Canada - European Union Comprehensive Economic Trade Agreement, and other international trade agreements. Through the Hay River office, Investment and Economic Analysis is also responsible for the administration of the GNWT Business Incentive Policy and the GNWT Contracts Registry and Reporting System, which promote business opportunities for contracting with the GNWT.





## Department of Industry, Tourism and Investment

### 2016-17 Departmental Business Plan

DSI is responsible for the administration of the Diamond Policy Framework and negotiating agreements guaranteeing Approved NWT Diamond Manufacturers (ANDM) access to rough diamonds produced by NWT mines, and for ensuring implementation of those agreements. DSI also administers the GNWT Diamond Certification Program, and negotiates and administers agreements that license the use of GNWT diamond trademarks by ANDMs.

#### GOALS

- Stimulate investment
- Encourage residency
- Expand our potential
- Enhance our communities
- Build sectors using regional strengths
- Establish a positive entrepreneurial environment
- Prepare NWT residents for employment

#### DEPARTMENTAL HIGHLIGHTS

The **Support for Entrepreneurs and Economic Development Policy (SEED)** will continue to provide over \$3.8 million in funding support to businesses and communities in the NWT. The SEED Policy's scheduled renewal process is currently under way. Policies and procedures will be examined towards enhancing program delivery, capturing more accurate information on the economic results, and improving the SEED Policy effectiveness at meeting the economic needs of the NWT.

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 Policy funding is delivered through ITI's Regional Office network and the allocations are fully subscribed every year. ITI also provides targeted funding for arts and fine crafts, the film industry and the Prospectors Grubstake Program.

Programs within the SEED Policy that will help to diversify the NWT economy include:



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

1. Entrepreneurial Support
2. Sector Support
3. Community Economic Development
4. Micro Business
5. Business Intelligence and Networking

ITI's Seed Policy corresponds with the 18<sup>th</sup> Legislative Assembly's priority of education, training, and youth development by expanding opportunities for post-secondary education, trades-oriented learning, and northern educational institutions; and increasing cultural programming in education and revitalizing Aboriginal languages; as well as the economy, environment, and climate change priority by investing in renewable resources, agriculture, arts, fisheries, forestry, manufacturing, tourism, and traditional harvesting.

In 2016-17, ITI will continue to provide contribution funding to NWT communities through the **Community Economic Development Program** of the Support for Entrepreneurs and Economic Development (SEED) Policy, as well as Community Economic Development Officers through the Community Transfer Initiative.

**Revitalization of specific economic sectors** - ITI supports a number of programs, initiatives and services targeted at increasing the economic impact and production within key sectors of the economy. This supports the 18<sup>th</sup> Assembly's priority of leading economic diversification by investing in renewable resources, agriculture, arts and fine crafts, fisheries, forestry, manufacturing, tourism, and traditional harvesting. These initiatives include:

**Fisheries** - ITI supports programs aimed at the **revitalization of the fisheries industry** in the NWT through increased investment and subsidies aimed at developing and encouraging employment and local asset ownership in the fisheries industry. The NWT fishery's emerging domestic market and potentially self-directed export market represent opportunities for improved income generation and employment for fishers and their families. In addition to investments from the Department, ITI is working to leverage investment from other partners, such as the federal government, to design and construct a new export grade plant and encourage infrastructure development. This directly supports commitments made in the GNWT's mandate to finalize and implement the Commercial Fisheries



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

Revitalization Strategy to increase fish production, encourage and mentor new entrants to the Great Slave Lake fishery, negotiate an agreement with the Fresh Water Fish Marketing Corporation to access markets outside of NWT, seek federal funding to build a new fish processing plant in Hay River, and work with the Tu Cho Co-operative to promote and market fish caught in Great Slave Lake.

**Agriculture** - ITI supports and invests in community based and territorial wide agricultural initiatives that encourage sector development. Investments are made in building resource capacity, promoting greater agriculture awareness and facilitating access to domestically sourced meat, fish, eggs, and produce from communities throughout the NWT. The territorial regulated egg production industry is fairly established and continues to thrive. This directly supports commitments made in the GNWT's mandate to expand the agricultural sector by developing and implementing an Agriculture Strategy.

**Fur** - The **Genuine Mackenzie Valley Fur Program** is designed to market NWT furs in the national and international marketplace and to support the NWT's traditional economy and residents wishing to live and work in a traditional employment lifestyle. This directly supports commitments made in the GNWT's mandate to build partnerships to expand resources available for community-based traditional economy programs, which could be used to support, amongst other things, local operators, culturally-based tourism, and the conservation economy.

**Review of Programs in Support of Traditional Economy** - ITI will continue its support to the traditional economy through programs including: Genuine Mackenzie Valley Fur Program; Northern Foods Development Program; and Commercial Fishery Assistance. The Department of Environment and Natural Resources has been transferred responsibility for the trapper-orientated aspects of the GMVF program, such as the Prime Fur Bonus and the Fur Advance, although ITI maintains administration of the market-based aspects of the program, including bringing furs to market, the auction house, and promotion. The Traditional economy figures prominently in the 18<sup>th</sup> Legislative Assembly's Economy, Environment and Climate Change priorities by investing in renewable resources such as fisheries, agriculture, and fur.

ITI will also continue to provide support to **Community Futures Development**



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

**Corporations** in the NWT through annual operational contributions.

Through ITI, the GNWT is involved in negotiations and implementation of a number of **trade agreements**. Consultations with the NWT Chamber of Commerce, NWT Chamber of Mines, Northern Aboriginal Business Association, and NWT Association of Communities, guide NWT areas of interest. Recently concluded negotiations include the Comprehensive Economic and Trade Agreement with the European Union, the Trans-Pacific Partnership, the Canada-Korea Free Trade Agreement and the Canada-China Foreign Investment Promotion and Protection Agreement.

Trade agreements currently under negotiations include:

- Renewal of the Agreement on Internal Trade
- Comprehensive Economic Partnership Agreement (India)
- Canada-Japan Economic Partnership Agreement

There are also ongoing discussions on developing increased trading partnerships with Thailand, South Korea and Singapore, and free skies negotiations with a number of Asia-Pacific countries.

Through the **GNWT China Strategy and Action Plan**, developed in 2015, ITI is focusing on engagement with China, concentrating on the key sectors of the NWT economy and building on connections made in the 2014 and 2015 trade missions to China. The China Strategy is guided by four goals, each addressing how to further strengthen the positioning of NWT tourism, diamonds and fur in the Chinese market. In addition to the four goals, the China Strategy also lists specific actions, partners and implementation instructions in an effort to achieve increased exports in these sectors.

The China Strategy and participation in future trade missions work directly to increase “exports by working with the tourism, diamonds and traditional economy sectors to promote NWT products to international markets” as mandated in the proposed Cabinet Mandate of the 18<sup>th</sup> Legislative Assembly under the identified Economy, Environment and Climate Change commitments.

China is an emerging economic force in terms of the global economy. This is an opportune time for the NWT to develop a trade and investment relationship with China's increased



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

interest in Canada and NWTs resource potential.

**The Pacific NorthWest Economic Region (PNWER)** is a statutory public/private non-profit organization created in 1991 with a current membership that includes Alaska, Idaho, Oregon, Montana, Washington, British Columbia, Alberta, Saskatchewan, Yukon, and NWT. The Minister of ITI was the President of PNWER from July 2014 to July 2015. In his role as President, the Minister of ITI participated in numerous meetings in various jurisdictions, including visits to Ottawa and Washington DC, in addition to leading monthly PNWER conference calls. The Minister relinquished the Presidency of PNWER at the 2015 Annual Summit in Big Sky, Montana. Through PNWER, ITI learns and participates in work to address issues and matters of concern to the region. PNWER has more than 20 working groups that focus on work in the areas of, but not limited to: mining, oil and gas, energy, transportation, the Arctic and environment. Participating in PNWER allows the GNWT to learn about work undertaken within each working groups and by PNWER partners from both the private and public sectors.

In March 2015, ITI tabled and released the report: “**Take One: NWT Film Strategy and Action Plan**” that is built upon five key objectives that contain action items to grow a sustainable film and media arts industry in the NWT and allow the GNWT to achieve its strategic vision in partnership with stakeholders over the next five years. The NWT Film Commission is currently working with stakeholders such as the Department of Education, Culture and Employment on implementing action items. The NWT Film Strategy corresponds with objectives in the GNWT mandate.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

The **NWT Arts Strategy** directs all support for the NWT arts and fine crafts. The strategy highlights key areas of business marketing and promotional support aimed at increasing opportunities, the economic impact and production of arts and fine crafts products in the north. The Arts Marketing Tactical Plan, identified as one of the Strategy's key objectives serves as a foundation to support the NWT Arts Program which directs all future marketing and promotional efforts for the NWT arts and fine crafts sector at the national and international levels. The tactical plan that was developed was used to develop this program which has created continuity for the industry and promote NWT visual art by opening up new markets throughout the world. This supports the 18<sup>th</sup> Assembly's priority of leading economic diversification by, in part, investing in the arts. It also directly supports the 18<sup>th</sup> Assembly's priority to invest in artist-to-market and product-to-market opportunity chains, with a particular emphasis on making investments that enable the showcasing of art and increase sales at the regional level.

**Traditional Knowledge** - ITI recognizes that the Aboriginal peoples of the NWT have acquired considerable traditional knowledge through their experience of living and working on the land. ITI will continue to work with Aboriginal governments and organizations to obtain and utilize the lessons and experience that the traditional knowledge within the NWT, its people and its businesses can offer. ITI traditional knowledge initiatives are reported annually through the GNWT Traditional Knowledge Report.

The **Northwest Territories Manufactured Products (NMP) Policy** is committed to encouraging local production as a means to diversify the NWT economy and foster and maintain the investment, jobs and income produced by local manufacturing. When purchasing goods, services or construction, the NMP provides an incentive in favour of NWT manufactured products. ITI is planning to develop a NWT Manufacturing Strategy in collaboration with the NWT Manufacturer's Association and industry to expand the manufacturing sector, identify potential areas of growth, promote, and market products manufactured in the NWT and to aid in the professional and technological advancement of the industry.

ITI will continue to take steps to help bolster **the NWT manufacturing sector** by: providing funding to the NWT Chamber of Commerce to manage the "Made in the NWT" branding initiative; working with interested proponents and communities to promote the





## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

development of industrial processing and production sites in the NWT; promoting the NMP Policy; and strengthening support to the diamond manufacturing industry through the Diamond Policy Framework.

The **NWT Arts Program** maximizes the delivery of programs and services to NWT artists, improves and helps advance artist profiles, and allows for the delivery of valuable services to NWT Artists, Retailers and Organizations across all regions. This ensures we are addressing the ongoing needs of the sector and the ever growing social media presence of NWT Arts through the main website NWTARTS.com. The NWT Arts Program meets the Priorities of the 18<sup>th</sup> Legislative Assembly under Governance: Improving Accountability, Transparency, and Collaboration through collaborating and fostering government-to-government relationships with Aboriginal governments and building stronger relationships with community governments and stakeholders, as well as the Economy, Environment, and Climate Change.

The NWT Arts Program also meets the GNWT Mandate directive to invest in artist-to-market and product-to-market opportunity chains, with a particular emphasis on making investments that enable the showcasing of art and increase sales at the regional level.

In 2012, an audit of various communities was completed to determine the feasibility of **regional arts and fine crafts displays** (as part of Tactic Eight work). In a final report, it was confirmed that these displays would effectively highlight the newly enhanced NWT Arts brand and logo, educate the buyer about the value of authentic arts and fine crafts made in the NWT, and overall showcase the registered artists of the NWT Arts Program and the story of the art they create.

Over the past two years, ITI has installed five NWT Arts displays in each regional airport. Each display includes a flat screen TV which features a video loop promoting region specific artists and their artwork. Two new displays were installed at the Norman Wells and the Fort Simpson airports and the 2010 Olympics Arts display collection was installed at the Yellowknife airport. Since these installations, ITI has been in talks with the Department of Transportation to identify opportunities to showcase additional regional artists through various new types of art genres at the Yellowknife airport and other small regional airports where art can be displayed. Additional venues have also been identified such as tourism centers, health facilities and all GNWT offices across the NWT.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

The **Diamond Secondary Industry** (DSI) Division is responsible for the administration of the Diamond Policy Framework and negotiating agreements guaranteeing ANDM access to rough diamonds produced by NWT mines, and for ensuring implementation of those agreements. DSI also administers the GNWT Diamond Certification Program, and negotiates and administers agreements that license the use of GNWT diamond trademarks by ANDMs. The DSI meets the Priorities and Mandate of the 18<sup>th</sup> Legislative Assembly under the Economy, Environment, and Climate Change by making strategic investments in transportation infrastructure and workforce development and utilizing partnerships with northern and Aboriginal businesses, and investing in renewable resources, agriculture, arts, fisheries, forestry, manufacturing, tourism, and traditional harvesting.

**BizPal** - ITI also continues to support initiatives to reduce red tape for businesses; BizPal, is a partnership initiative between Industry Canada, ITI and the municipalities that host the service. BizPal provides an online, one-stop shop for business licensing and permits that is available to all interested parties (entrepreneurs, international investors, etc.). Nineteen municipalities in the NWT are currently using BizPal.

### Cross Departmental Initiatives

The successful advancement of the **NWT EOS** was a major priority of the 17<sup>th</sup> Legislative Assembly. The EOS Implementation Plan is now a major focus for the Economic Diversification and Business Support Key Activity during the 18<sup>th</sup> Legislative Assembly. A total of \$3.622 million has been committed to implementing the EOS. The EOS links with the Economy, Environment and Climate Change priority of the 18<sup>th</sup> Legislative Assembly.

While the 117 recommended actions of the EOS will involve several departments and agencies across the NWT, other cross departmental initiatives include:

**Support for the Arts industry** – A working group, consisting of representatives from the Departments of Public Works and Services, ITI, Education, Culture and Employment, and Transportation has been formed to help increase the exposure of art in public facilities and on buildings. Space has been provided for the display of NWT art in and on GNWT buildings and the installation of NWT Arts video streams. Commitments have also been made toward the development of a Content Management TV Display System for future sites, and working with departmental





## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

partners for further airport displays with flat screen TV's.

ITI is developing an **NWT Film Strategy** in cooperation with the NWT Film Commission and the Department of Education, Culture and Employment. The Film Strategy will identify optimal approaches and business models to sustain and grow the NWT film industry, as well as a rationale for directing public support towards initiatives and programming.

**NWT Nominee Program** - ITI and the Department of Education, Culture and Employment (ECE) have agreed to deliver the Nominee Program in the NWT in partnership with Immigration, Refugees and Citizenship Canada (IRCC). ITI is responsible for administering the Business Driven streams of the NWT Nominee Program while the ECE is responsible for administering the Employer Driven streams of the NWT Nominee Program.

The Business Driven NWT Nominee Program streams are designed to attract entrepreneurs with business expertise and investment capital to settle in the NWT and enhance the economic environment of the NWT while helping the GNWT meet its objectives to increase the NWT Population by 2000 new residents by 2019.

ITI will continue to develop and streamline its processes to assist and raise awareness among foreign nationals and their support networks at the local, national, and international level about the benefits of selecting the NWT as a place to live and work in Canada.

ITI's NWT Nominee Program directly corresponds with the Mandate of the 18<sup>th</sup> Legislative Assembly by increasing the number of immigrants working in NWT and increasing investment by immigrants, implementing an immigration strategy that prioritizes streamlining application processes, increasing awareness of immigration programs, and consolidating our administrative supports.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

### PERFORMANCE MEASURES

Outcome 1: Strengthening the small business operating environment, programs and services, and creating a strong voice for NWT business:

- (1) (a) number of registered small businesses
- (1) (b) number of employees working for small businesses.

In 2015, there were approximately 1,744 registered small and medium sized enterprises in the NWT. This is down significantly from a high in 2013 of 2,667. The number of small and medium sized enterprises ranges from one employee to 499 employees. By correlating this figure with capital expenditures (on the following page in performance measure 2), it can be inferred that as major capital expenditures (such as construction on Gahcho Kué and the Inuvik to Tuktoyaktuk Highway) created jobs, many residents left their small businesses in favour of the wage economy.

Year	2011	2012	2013	2014	2015
Number of Businesses	2,465	2,474	2,667	1,757	1,744

Outcome 2: Increase the output and value of northern commercial fishing by expanding opportunities:

- (2) (a) number of commercial fishing licences
- (2) (b) value of fish harvested
- (2) (c) quantity of fish landed

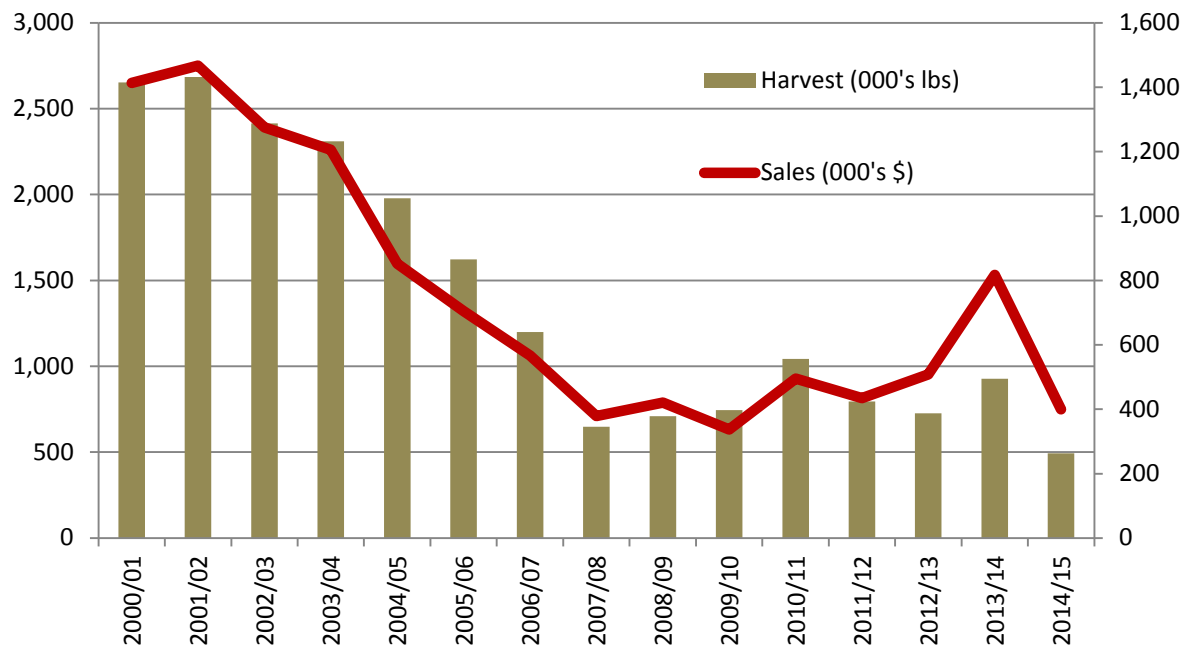
As shown on the graph on the following page, both the volume and value of the commercial fishery in the NWT has been in decline for more than a decade. In 2001-02, the fishery harvest was valued at \$1.4 million. By 2014-15, the value had declined to \$400,000.

As recommended in the Economic Opportunities Strategy, ITI is completing a commercial fishery strategy that will be aimed at revitalizing the commercial fishery. This strategy will look at all aspects of the fishery from infrastructure to



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

producers, the products and the marketplace. The strategy will be the business and investment plan used to pursue and attract new entrants and investment from public and possibly private partners in order to construct a modern, efficient, comprehensive fish processing plant in Hay River and related infrastructure. There were a total of 34 fishers from the NWT fishing during the summer of 2013. The trend of the graph below demonstrates the opportunity for a strategy to reinvigorate commercial fishing in the NWT. ITI is still exploring reasons for the drop in 2014-15 harvest and sales, although it is anticipated a combination of an aging workforce, an increase in the areas protected from fishing, and the quota reduction for inconnu may be responsible. As 2015-16 numbers are processed, the department will be better able to analyze the overall trend.





## Department of Industry, Tourism and Investment

### 2016-17 Departmental Business Plan

Outcome 3: Foster an economic environment which encourages increased public and private investment in the NWT.

(3) Value of capital expenditures by sector and industry.

Compared to 2014, overall 2015 capital expenditures for the NWT are expected to increase by 26.0 per cent to \$1,385.7 million. As shown in the table, capital expenditures have increased over the last four years and are expected to be close to the peak experienced in 2007.

However, between 2007 and 2009 there was a huge decrease over 50 per cent, due in part by the global economic crisis. Although Public investment accounts for around 27 per cent of total capital expenditure it has increased by 2006 from \$121.5 million to \$299.6 million, an increase of over 2.5 times. Most of this growth is from construction projects, both private (Gahcho Kué mine) and public (Inuvik Tuktoyaktuk highway). This gives the NWT positive capital investment which will help foster growth in the future.

NWT Capital Expenditures (in millions of \$)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Private Capital Investment	\$1,254.6	\$1,249.0	\$630.9	\$413.9	\$571.4	\$508.6	\$646.3	\$742.5	\$800.1	X
Total Public Capital Investment	\$121.5	\$142.3	\$172.4	\$253.7	\$314.6	\$262.9	\$228.7	\$292.6	\$299.6	X
Total Capital Expenditures	\$1,376.3	\$1,391.3	\$803.4	\$667.7	\$886.0	\$771.7	\$875.0	\$1,035.1	\$1,099.7	\$1,385.7

Comparing provinces and territories, it is expected that NWT will experience the largest rise in capital expenditures in 2015, followed by New Brunswick with 11.9 per cent. The other two territories, as well as many of the western provinces are expected to decline between 2014 and 2015. Capital expenditures in Canada are expected to decrease by 4.9 per cent in 2015.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

Outcome 4: Expand and encourage regional and personal food security through food production.

Measure:

(4) Number of NWT communities with community gardens and greenhouses.

As of 2016, the Small Scale Food Community Gardens Program is being carried out in all 33 NWT communities, which means that every NWT community has a community garden and/or a community greenhouse. In some communities, community gardens have inspired intra-regional trade and raised food security, such as the community of Trout Lake being able to trade a portion of a bumper crop of root vegetables for moose meat with the community of Nahanni Butte.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

### Key Activity 3 – Minerals and Petroleum Resources

#### DESCRIPTION

The Minerals and Petroleum Resources activity consists of the Mineral Resources Division (MRD), the Petroleum Resources Division (PRD), the Northwest Territories Geological Survey (NTGS), the Financial Analysis and Royalty Administration (FARA) Division, the Industrial Initiatives Unit, and the Client Service and Community Relations (CSCR) Unit. The five **Regional Offices** across the NWT ensure that businesses and entrepreneurs receive access to programs and resources, to help maximize the economic benefits from development in their regions.

**MRD** develops and delivers policy; programs and services related to minerals, exploration and development, and through the Mining Records Office, manages land tenure associated with mineral resource rights for public lands in the NWT. Mineral Resources also provides input to land use initiatives and environmental assessments.

**PRD** develops and delivers policy, programs, and services related to petroleum exploration, development, and transportation. The division also manages land tenure associated with petroleum resource rights for public lands in the NWT. Petroleum Resources also oversees the management of the Environmental Studies Research Fund and Benefits Plans. PRD also provides input to land use initiatives and environmental assessments.

**FARA** is responsible for the management, administration and collection of royalties from mineral and petroleum resource development in the NWT, including performing and overseeing royalty audits and diamond valuation processes. FARA also analyzes and evaluates the economic impacts of planned or potential petroleum and mineral resource developments.

**NTGS** undertakes and supports original geoscience studies that contribute to a modern, comprehensive geoscience database for the NWT to support evidence-based decision making. NTGS also provides advice and outreach services to individuals, communities, governments and industry.



## Department of Industry, Tourism and Investment

### 2016-17 Departmental Business Plan

**Industrial Initiatives** supports the implementation and negotiation of Socio-Economic Agreements (SEAs) with mineral and petroleum developers. This is accomplished through collaboration with communities, industry and other government departments. Industrial Initiatives also provides input to the review of projects undergoing environmental assessments.

**CSCR** provides expertise related to Aboriginal consultation requirements and the NWT regulatory system directly to industry and communities, along with information on legislation, mineral and petroleum rights, mineral exploration, and mining activity. CSCR also serves as a liaison between the private sector and Aboriginal communities.

#### GOALS

- Promote and support direct foreign and domestic investment.
- Implement the Mineral Development Strategy.
- Undertake legislative initiatives.
- Develop the Oil and Gas Strategy.
- Administer resource royalties to maximize revenues to the GNWT.

#### DEPARTMENTAL HIGHLIGHTS

**Resource Education Deployment Initiative** – ITI is currently developing public education material intended to start an informed public discussion on resource extraction. This initiative will help communities and residents to engage in the discussion about development, and counter many of the common misconceptions about resource development.

**Royalty Administration** – ITI will collect, assess and audit royalties for mineral and petroleum development on NWT public lands. The GNWT will use its resource revenues to invest in strategic infrastructure to strengthen the NWT's economy and reduce territorial





## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

debt. As directed by the Legislative Assembly, a portion of the revenues will also be invested into a Heritage Fund.

**Royalty Revenue Forecasting** – FARA will be responsible for collaborating with the Department of Finance to produce royalty revenue forecasts. These forecasts will form inputs into the planning cycle, and will play a role in strategic decision making in relation to planned infrastructure, debt reduction and long term investment (i.e. Heritage Fund).

**Financial Analysis** – ITI will analyze and evaluate the economic impacts of planned or potential mineral and petroleum resource developments.

**Promotion of Investment Opportunities to the Private Sector** – MRD and PRD, with support from NTGS, will continue to lead the promotion and marketing of the NWT's mineral and petroleum resources sector through the Unlocking our Potential branding. Deliverables include: attendance at conferences and trade shows, support by the development of branded print material, advertisements and promotional products as well as newsletters. ITI intends to expand its target audiences to include investment houses. This directly supports commitments made in the GNWT's mandate to support mineral exploration and the mining sector, as well as attracting oil and gas development in the territory.

**Mineral Development Strategy (MDS)** – MRD will lead the development of an updated Implementation Plan for the MDS. Collaboration will continue with other GNWT departments in the revision of the MDS implementation, preparation of a five-year Implementation Plan, development of a new performance measurement framework and a revised reporting structure for MDS activities in 2016-17. This directly supports commitments made in the GNWT's mandate to support mineral exploration and the mining sector.

**MIP** – NTGS will continue to administer the MIP which is an activity of the MDS. The MIP provides annual funding in support of NWT mineral exploration programs being conducted by prospectors and junior exploration companies.

**Oil and Gas Strategy** – the Department is developing a long-term strategy to attract oil and gas development in the territory. This directly supports commitments made in the GNWT's





## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

mandate to develop a long-term strategy to attract oil and gas development in the territory.

**Offshore Negotiations** – In cooperation with the Department of Aboriginal Affairs and Intergovernmental Relations, ITI will pursue an agreement with the federal government on the management of offshore resources. This directly supports commitments made in the GNWT's mandate to pursue an agreement with the federal government on the management of offshore resources.

**Geological mapping and sampling programs** – NTGS will contribute knowledge of mineral, petroleum, and industrial mineral resources and potential to the public and private sectors. This includes a major collaborative research project to improve diamond exploration methodologies in the Slave Geological Province. It also includes petroleum geoscience research in the central and southern NWT, and mapping of mineral-prospective rock packages in the Slave Geological Province near a proposed road corridor to the NWT diamond mines. The Mactung tungsten property along the NWT-Yukon border will also be assessed.

**Permafrost research** – The NTGS will collaborate with other researchers on permafrost geoscience activities in the Slave Geological Province and in compiling and releasing a new ground temperature database for the NWT.

**Web services and information access** – As part of the MDS implementation plan, the NTGS will introduce updated web services and downloadable products that improve client experience in discovering and obtaining geoscience information. It will also continue work toward making mining-related historic documents available for digital search and download.

**Land use decisions and education** – NTGS staff will continue to support government departments and other clients in making informed land-use decisions throughout the NWT. As part of this, regional maps that show geology, mineral showings, and petroleum well locations will be produced. Much of this information is also amenable for use in public education initiatives and geo-tourism-related products and activities.

**Legislative Initiatives** - These activities will be pursued to advance the territorial vision of land and resource management in accordance with the Land Use and Sustainability



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

Framework, and supports the 18th Assembly's priority of improving coordination and effectiveness in resource management systems, recognizing traditional knowledge, land claim agreements, and devolution. These activities include: amendments to the *NWT Mining Regulations* coupled with the development of a *Mineral Resources Act*, amendments to the *Petroleum Resources Act* and the *Oil and Gas Operations Act*. ITI will also investigate options pertaining to the legislation and regulation of NWT geothermal resources.

***NWT Mining Regulations and Mineral Resources Act*** – MRD will begin the process of creating a new, leading edge *Mineral Resources Act* to address the NWT's unique regulatory needs while becoming more responsive to evolving industrial environments. This is being pursued as part of the MDS, which recommended that the GNWT create home-grown legislation to increase competitiveness in the mining sector. The measure will replace the current *NWT Mining Regulations* — originally enacted under the *NWT Lands Act* upon Devolution when the federal land and resources legislation, administered by Aboriginal Affairs and Northern Development Canada, was mirrored. This directly supports commitments made in the GNWT's mandate in order to advance the territorial vision of land and resource management in accordance with the Land Use and Sustainability Framework, to evolve our legislative, regulatory, and policy systems.

***Amendments to the Petroleum Resources Act and Oil and Gas Operations Act - Legislative Amendments*** - ITI will be developing and proposing amendments to the *Petroleum Resources Act*, and the *Oil and Gas Operations Act*. This directly supports commitments made in the GNWT's mandate in order to advance the territorial vision of land and resource management in accordance with the Land Use and Sustainability Framework, to evolve our legislative, regulatory, and policy systems by developing and proposing amendments to the *Petroleum Resources Act*, and developing and proposing amendments to the *Oil and Gas Operations Act*.

***Regulatory Road Mapping*** – MRD will lead the development and delivery of a regulatory and consultation roadmap that provides seamless and transparent regulatory guidelines for mineral development in the NWT with a focus on client service. Development of the guide requires consultation with all involved departments and stakeholders. The guide will initially be rolled out in print format with a public facing web-based tool developed by the end of the fiscal year. This will complement the Regulatory Road Map developed by PRD.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

**Summer student opportunities** – MPR regularly hires students through the GNWT Summer Student Employment Program to assist with and gain experience in a wide variety of work activities.

### PERFORMANCE MEASURES

ITI measures its performance for the Minerals and Petroleum Resources Key Activity through the monitoring of progress on the implementation of specific strategies (such as the MDS), and on the reaching of major milestones, such as the operationalization of major post-devolution responsibilities such as the administration of resource royalties. Below are ITI's performance outcomes and measures for 2015-16:

Outcome 1: Strengthening the competitive advantage of the mineral and petroleum industries in the NWT through the provision of publicly available and accessed geoscience information.

#### Measures:

- (1) (a) Number of geoscience documents made publicly available.
- (1) (b) Number of requests and downloads of geoscience publications.

During fiscal year 2014-15, 7,132 documents were obtained from the NTGS, representing about 0.82 terabytes of info downloaded. The NTGS library distributes a wide range of geoscience publications to clients each year. Comparative three-year statistics are provided on the following page. Orders are defined as requests for publications received by email, phone, or verbally from walk-in clients.

NTGS Publications Distribution - A Three Year Summary				
Fiscal Year	Number of Downloads	Number of Orders	Total Downloads and Orders	Megabytes downloaded
2012-13	5,247	18	5,265	944,879
2013-14	4,112	17	4,129	516,373
2014-15	7,084	48	7,132	819,289



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

In 2015-16, 20 new geological reports were authored by NTGS staff and their partners and added to the NTGS publications database.

Outcome 2: Establish the NWT as a destination of choice for responsible mineral investment, exploration and development through maximized program intake by the Mining Incentive Program.

Measure:

(2) Number of applications received and awarded for the Mining Incentive Program.

During fiscal years 2014-15 and 2015-16, the NTGS has administered the first two years of the MIP. In both years, the program was oversubscribed and program statistics were developed. The performance of MIP is monitored by identifying number of applications received by category, total dollar requested, total dollar awarded (the MIP has a budget of \$400,000), total dollar in additional exploration spending for projects that were supported by the MIP and ratio of government investment and additional third-party spending per project.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

	Corporate Applicants	Prospector Applicants	Funding requested	Corporate recipients	Prospector recipients	Awarded	Additional exploration spent	3 <sup>rd</sup> party to GNWT investment ratio
2014-15	11	3	\$1,024,090	6	2	\$396,000	\$2,681,512	6.7 to 1
2015-16	12	9	\$1,060,873	5	6	\$400,000	(data not yet available)	(data not yet available)

Outcome 3: The timely completion of resource revenue forecasts for the Department of Finance.

Measure:

(3) Percentage of resource revenue forecasts completed on time for the Department of Finance.

Timelines for resource revenue forecasts are set in accordance with the Main Estimates / Business Planning cycle of the Department of Finance. In 2015-16, FARA met all deadlines for resource revenue forecasts. FARA, in conjunction with Fiscal Policy in the Department of Finance, is currently developing a more fulsome reporting cycle to ensure these targets continue to be met.

Outcome 4: Improve client satisfaction related to the administration and interpretation of mineral tenure in the NWT through maintaining high customer service delivery standards in all work of the Mining Recorder's Office (MRO).

Measure:

(4) Total number of requests completed by the MRO.

During fiscal years 2014-15 and 2015-16, the MRO maintained weekly activity reports on the number of clients served, requests received and permits and titles registered. The customer service delivery is measured by the consistent application of existing standards in service delivery such as:

- o Response to inquiries within 24 hours;
- o Daily public posting of reports on received applications to record claims;
- o Monitoring and following-up on instances where the service delivery standards could not be met; and



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

- o The number of exceptions in which the service standard could not be maintained and required follow-up.

### Administration of Mineral Tenure by the NWT MRO

Year	Total number of requests actioned	Number of claims in good standing	Number of leases in good standing	Number of permits in good standing
2014-15	862 (from Sep 29, 2014 to Mar 31, 2015)	2,256 (1,571,829.19 hectares)	1374 (916,945.61 hectares)	33 (542,471.33 Hectares)
2015-16	1483	1,927 (1,401,796.92 hectares)	1277 (879,629.20 hectares)	2 (36,796.84 hectares)

These measures are being reviewed for improved tracking in 2016-17.

Outcome 5: Enhancing Aboriginal engagement and capacity in the NWT through increase in Aboriginal/regional engagement and participation at resource sector events and activities.

#### Measure:

- (5) Number of Aboriginal participants sponsored to attend key public events and workshops.

During fiscal years 2014-15 and 2015-16, the CSCR unit assisted in the development of Aboriginal community capacity building efforts through awareness and training activities. CSCR enables Aboriginal communities to participate in capacity building and networking events and tracks the number of Aboriginal participants sponsored to attend key public events and workshops.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

### Community Capacity Building

	2014-15	2015-16
<b>Number of Aboriginal participants sponsored to attend workshops</b>	12	117*
<b>Number of Aboriginal participants sponsored to attend networking and educational events</b>	22	39

\* The increase to 117 participants in 2015-16 is due to an increase in programming offered, which included well-received workshops on prospecting.

Outcome 6: Effective administration of the Environmental Studies Research Funds (ESRF), through (1) participatory decision-making with representatives of industry, the public, and the GNWT on the rate of industry levees, and (2) the promotion of environmental and social studies to inform decision-making related to oil and gas exploration and development within the NWT.

#### Measure:

##### (6) Number of studies funded through the ESRF.

The PRD supports the ESRF in order to finance environmental and social studies pertaining to the manner and the terms and conditions in which petroleum exploration, development, and production activities should be conducted on lands administered by the GNWT.

The ESRF Management board consists of one representative from ITI, one representative from the Department of Environment and Natural Resources, one public member, and two industry members. In 2015-16, the ESRF Management Board set a recommended rate for a single levy for industry across the NWT. The funds from the ESRF were used to establish the following four research projects:

- Population count of wolves to determine associations between industrial activity and caribou population growth;





## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

- Evaluating risks of cumulative effects of fire and human disturbance to boreal woodland caribou habitat;
- Caribou genetic diversity population study; and
- Proposed baseline hydrogeological evaluation of the Central Mackenzie Valley oil and gas exploration areas (Sahtu Region).

MPR will develop client satisfaction measures, which will be reported on in the 2017-18 business plan.





## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

### Key Activity 4 – Tourism and Parks

#### DESCRIPTION

ITI develops and implements NWT tourism strategies with partners in the tourism industry. The **T&P Division** provides support for tourism marketing, training and product development, and conducts research and planning. 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.

#### GOALS:

- (1) Attraction and experience through increased visitor volume and spending, supply and diversity of tourism products, and sustained demand through visitor experience excellence.
- (2) Strengthen Aboriginal tourism development through support, increased capacity to offer Aboriginal cultural tourism, and partnerships.
- (3) Build the foundation for community tourism through engaging stakeholders and building capacity.
- (4) Develop and support the tourism workforce.
- (5) Supporting tourism research and planning through focused research, timely reporting of relevant information and statistics, and supporting research through partnerships and engagement.
- (6) Increase the number of non-NWT residents visiting territorial parks.
- (7) Attract NWT residents to visit parks and campgrounds outside their region of residence.
- (8) Continue to improve amenities and services for visitors to territorial parks.



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

- (9) Reach agreement with Canada on the standards for the remediation of the Canol Trail for transfer of the land reserved for the Doi T'oh Territorial to the GNWT.
- (10) Complete the decentralization of the Headquarters Parks Unit to Hay River.

### DEPARTMENTAL HIGHLIGHTS

**Improve services and amenities** - In 2016-17 the Parks Unit will continue to improve services and amenities at our parks in order to offer opportunities to connect visitors and residents to nature. ITI will continue to deploy a capital plan valued at \$3.5 million for 2016-17, including a new marina complex and new camping loop at Prelude Lake, hiking trails in the Beaufort Delta region parks, new shower buildings in the South Slave Region parks, and major renovations to the interpretive centre in Blackstone Territorial Park. This action is in support of the 18th Legislative Assembly's priority of creating opportunities for healthy lifestyles and community leadership for our youth, under the goal of Community Wellness and Safety.

ITI will also consult with the Department of Transportation on developing a plan to provide emergency shelters on the highway system.

**Tourism 2020** - In 2016-17, ITI will begin the implementation of a new tourism strategic action plan, titled Tourism 2020. This plan is in support of the 18th Legislative Assembly's priority of the Economy, Environment and Climate Change under the goal of investing in renewable resources, agriculture, arts, fisheries, forestry, manufacturing, tourism, and traditional harvesting.

Within the five focus areas of the Tourism 2020 strategic plan, the following new initiatives are envisioned:

- Stronger emphasis on development of tourism package products, including creating positions in regions (excluding public service employees) to coordinate development and implementation of packaging;
- Stronger commitment to improving visitor and customer service, including training programs for visitor centre staff (both government and non-government), a revised



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

and updated Northernmost Host program, and the FirstHost hospitality program aimed specifically at Aboriginal customer service staff;

- More strategic focus in developing skills and training based on ITI's core mandate to support business and economic development and travel consumer safety (mentorships, hospitality training, training related to safety of operations);
- Supporting the establishment by industry of a Quality Assurance Program for the tourism sector;
- A more strategic and coordinated approach to improving community tourism attractions and community tourism readiness (tourism awareness, development of community tourism infrastructure such as visitor and interpretive centres, supporting local tourism committees);
- Stronger support and a more coordinated approach to leveraging the potential of festivals and events as tourism attractions; and
- Timelier reporting of visitor volume and spending statistics, and more detail on regional tourism statistics.

Programs identified in Tourism 2020 are as follows:

**Aboriginal Tourism** - Implementing the many of recommendations of the Aboriginal Tourism Champions Advisory Council, now incorporated into the Tourism 2020 strategic action plan, will be a major focus of the Tourism unit in 2016-17.

A new Aboriginal Tourism Champions program will be launched in 2016-17, to ensure the implementation of Aboriginal Tourism Objectives, as envisaged by the Tourism 2020 strategic action plan.

**Tourism Product Diversification and Marketing Program** - This Program provides funding assistance for business planning, product development and marketing of new or expanded tourism products with a focus on experiential and Aboriginal tourism. The Program has continued to receive applications from every region of the NWT since its inception in 2009 and has helped industry to develop new tourism products throughout the NWT.

**Marine Safety Training** - ITI and NWT Tourism are working with Transport Canada to address the challenges that NWT tourism operators have in complying with compulsory



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

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. In 2016-17, ITI intends to make the curriculum more suitable to the literacy levels typically encountered in small communities in order to increase the success rate of people taking the training programs offered.

**The Tourism Training Fund** - The Tourism Training Fund has been instrumental in helping address skills gaps in the workforce through the provision of industry recognized targeted short term training in the areas where industry needs are growing, such as customer service, food safety, interpretive guide training, first aid and wilderness first aid training. This action is in support of the 18th Legislative Assembly's priority of education, training and youth development, under the goal of expanding opportunities for post-secondary education, trades-oriented learning, and northern educational institutions. Specifically, for 2016-17, ITI will be launching a refreshed and updated tourism hospitality training program, NorthernMost Host.

**Tourism Business Mentorship** - The Tourism Business Mentorship Program aims to provide interested tourism businesses (entrepreneurs/mentees) with the opportunity to work with experienced tourism industry operators/professionals (mentors) who are willing to share their expertise and knowledge. The program is designed to support and encourage young and/or inexperienced NWT operators to acquire the necessary skills and business acumen to enable them to maximize their potential, improve their leadership skills and become successful and profitable independent operators. This action is in support of the 18th Legislative Assembly's priority of Education, training and youth development, under the goal Enhancing capacity-building programs for our youth. For 2016-17, this program will be implemented through a partnership agreement with Canadian Executive Services Organization (CESO).

**Youth Mentorship for Tourism Program** - The Youth Mentorship for Tourism Program aims to provide students and/or young professionals interested in working in any area of the tourism industry the opportunity to work with experienced industry professionals (mentors) who are willing to share their expertise and knowledge. The program matches NWT students and/or young professionals with an appropriate experienced professional in a specific area, (based on the mentees interest), and where possible, lead to employment at the mentors place of business. This action is in support of the 18th Legislative Assembly's



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

priority of education, training and youth development, under the goal of enhancing capacity-building programs for our youth.

After extensive consultations with industry and community stakeholders, ITI completed the development of the new tourism strategic action plan, ***Tourism 2020: Opening Our Spectacular Home to the World.***

ITI and partners, through Tourism 2020 will invest in five key program areas: Visitor Attraction and Experience, Aboriginal Cultural Tourism, Community Tourism Development, Skills Development, and Tourism Research. Each program area has specific goals and objectives. ITI will also be actively seeking partnerships with other agencies, governments and businesses to develop the potential of the tourism industry, and will work to leverage additional funds to support individuals, businesses, organizations, and communities in all regions to continue to expand, improve, and grow tourism.

The overall goal is to increase the value of the industry to \$171 million annually by 2021, with increases in spending by key market segments including Outdoor Adventure, General Touring, Fishing, Visiting Friends and Relatives, and Aurora Viewing.

ITI also signed a multi-year strategic funding agreement with the Canadian Northern Agency for Economic Development (CanNor) in the areas of community tourism development, research and planning and capacity building including training. The proposal, approved by CanNor in January of 2015, had CanNor matching dollar for dollar any ITI investment in the identified projects for up to a maximum of \$250,000. For the 2014-15 fiscal year, total CanNor matching funds are estimated at \$323,000, while for the 2015-16 fiscal year total CanNor matching funds are estimated at over \$800,000.

ITI Parks Unit completed an internal database to monitor compliance issues in territorial parks. The Unit also re-designed the Road and Campground guide, which is used in a mail-out campaign targeted at neighbourhoods in Edmonton and Calgary with a high proportion of households, which fall within the target markets for our parks system.

The Research Unit completed the 2014 Visitor Exit survey data gathering, data entry, and data cleaning to set the stage for a series of detailed reports on the various visitor segments that come to the NWT. This is a major benchmarking survey that is essential for calculating



## Department of Industry, Tourism and Investment

### 2016-17 Departmental Business Plan

visitor spending, measuring trip characteristics, travel motivations and sources of trip planning information.

The Research Unit also re-established a quarterly indicators report that provides information on travel indicators. For 2016-17, the Unit has committed to providing a monthly indicators report that will include information on air travel and hotel occupancy.

#### Cross Departmental Initiatives

**Tourism Labour Market Development Action Plan** – ITI, in cooperation with ECE, set up a cross departmental working group that identified and recommended strategies to enhance the tourism and hospitality sector of the NWT economy. Eight concrete objectives were identified to be implemented in partnership by ITI, ECE and Aurora College. This plan is in support of the 18th Legislative Assembly's priority of the Economy, Environment and Climate Change.

The outcomes identified included the following:

1. Compile an inventory of all training offered in the NWT that addresses the gap in tourism training.
2. Compile available funding sources and who is eligible in the NWT.
3. Create and promote a single program to train/inform frontline workers.
4. Make information on training and funding easily accessible, for industry and the individual.
5. Get more youth involved with the tourism/service industry.
6. Compile inventory of training required for service/tourism industry.
7. Develop metrics to determine improvement for the tourism/service industry.
8. Support and encourage the development of a college level tourism program for the NWT.

**Canada 150** – ITI is collaborating with the Departments of ECE and Municipal and Community Affairs, and NWT Tourism, on a number of initiatives to celebrate Canada's 150<sup>th</sup> birthday. These initiatives will include promotions of festivals and events across the NWT throughout 2017, a northern/southern Canada youth hike of the Canol Trail, and placement of northern/southern Canadian youth in canoe trips offered by NWT white-water tour operators.





## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

### PERFORMANCE MEASURES

Outcome 1: Increased visitors and associated tourism revenues.

Measure:

- (1) Value of visitor spending and number of visitors

#### 2014-15 Visitor Spending and Visitation Numbers

Main Purpose of Travel	Visitation	Spending
Aurora Viewing	16429	\$26,834,143
Fishing	4272	\$9,307,497
General Touring	14889	\$13,952,426
Hunting	506	\$7,056,763
Outdoor Adventure	2106	\$6,028,859
Visiting Friends and Relatives	17223	\$12,006,607
Total Leisure Visitors	55426	\$75,186,294
Business Travel	29357	\$71,425,282
<b>Total</b>	<b>84783</b>	<b>\$146,611,576</b>

Overall, visitation to the NWT decreased by eight percent in 2014-15. Leisure visitation was stable, however business travel declined significantly. Spending calculations based on the 2014 Visitor Exit Survey show that overall spending increased, both for leisure and business travel.



## Department of Industry, Tourism and Investment

### 2016-17 Departmental Business Plan

NWT Visitor Volumes						
Main Purpose of Travel	2010-11	2011-12	2012-13	2013-14	2014-15	% change
Aurora Viewing	6,776	7,368	15,721	21,697	16,429	<b>-24%</b>
Fishing	4,956	4,692	3,975	3,454	4,272	<b>24%</b>
General Touring	12,920	13,441	15,226	14,765	14,889	<b>1%</b>
Hunting	436	478	502	509	506	<b>-1%</b>
Outdoor Adventure	1,910	2,320	3,085	1,880	2,106	<b>12%</b>
Visiting Friends and Relatives	13,403	11,847	13,811	14,125	17,223	<b>22%</b>
Total Leisure Visitors	40,401	40,146	52,319	56,430	55,426	<b>-2%</b>
Business Travel	24,795	24,272	24,092	35,327	29,357	<b>-17%</b>
<b>Total Visitors</b>	<b>65,196</b>	<b>64,418</b>	<b>76,411</b>	<b>91,757</b>	<b>84,783</b>	<b>-8%</b>

NWT Visitor Spending (millions)						
Main Purpose of Travel	2010-11	2011-12	2012-13	2013-14	2014-15	% change
Aurora Viewing	\$ 6.4	\$ 10.2	\$ 15.2	\$ 21.0	\$ 26.8	<b>28%</b>
Fishing	\$ 12.0	\$ 12.9	\$ 10.6	\$ 9.5	\$ 9.3	<b>-2%</b>
General Touring	\$ 9.5	\$ 10.9	\$ 12.6	\$ 12.6	\$ 14.0	<b>11%</b>
Hunting	\$ 4.3	\$ 5.5	\$ 5.8	\$ 5.9	\$ 7.1	<b>20%</b>
Outdoor Adventure	\$ 5.8	\$ 5.2	\$ 6.0	\$ 4.1	\$ 6.0	<b>46%</b>
Visiting Friends and Relatives	\$ 6.6	\$ 7.2	\$ 8.4	\$ 8.9	\$ 12.0	<b>35%</b>
Total Leisure Visitors	\$ 44.6	\$ 51.9	\$ 58.6	\$ 62.0	\$ 75.2	<b>21%</b>
Business Travel	\$ 49.5	\$ 48.5	\$ 48.1	\$ 70.5	\$ 71.4	<b>1%</b>
<b>Total Spending (millions)</b>	<b>\$ 94.1</b>	<b>\$ 100.4</b>	<b>\$ 106.7</b>	<b>\$ 132.5</b>	<b>\$ 146.6</b>	<b>11%</b>

While Aurora visitation peaked in 2013-14 partially due to the marketing promotions around the solar maximum, Aurora spending has significantly increased. After the peak in Aurora visitation in 2013-14, visitation from Japan dropped to more normal levels however visitation from China showed continued growth. Aided by the low Canadian dollar, the fishing sector experienced substantial growth as Americans are increasing visits to Canada. Outdoor Adventure and Visiting Friends and Relatives sectors are thriving, both in terms of visitation and spending. The General Touring and Hunting sectors are stable.





## Department of Industry, Tourism and Investment

### 2016-17 Departmental Business Plan

Outcome 2: Leverage our parks to support intra-territorial and extra-territorial tourism.

Measure:

#### (2) Number of overnight campers in territorial parks by region and origin

The number of overnight campers to territorial parks in 2015 increased in all regions, and overall across the NWT, increased by 17 per cent relative to 2014. Non-NWT resident campers increased significantly across all geographic origins; of particular note are the increases in US and Other category. Among non-US international visitors, Germans and Swiss showed particularly strong increases. The increase in US visitors is likely a function of the low Canadian dollar.

#### Number of Overnight Campers in Territorial Parks

	2009	2010	2011	2012	2013	2014	2015	
<b>North Slave</b>	10,581	11,149	11,422	12,147	13,364	12,978	13,794	6%
<b>South Slave</b>	9,202	10,516	8,374	8,650	8,818	7,618	10,310	35%
<b>Inuvik</b>	2,765	2,109	2,509	2,197	2,360	2,344	2,460	5%
<b>Dehcho</b>	1,841	1,692	1,188	1,247	1,591	1,576	1,971	25%
<b>NWT Overall</b>	24,389	25,465	23,493	24,241	26,133	24,442	28,713	17%

#### Number of Camping Permits Sold by Origin

		2010	2011	2012	2013	2014	2015
Canada		4,457	3,262	3,682	4,019	3,552	4,285
USA		540	529	476	522	447	756
Other		600	526	480	620	563	713
NWT-Resident		3,419	3,441	3,456	3,692	3,718	3,973
<b>Total</b>		<b>9,017</b>	<b>7,758</b>	<b>8,095</b>	<b>8,853</b>	<b>8,280</b>	<b>9,727</b>



## Department of Industry, Tourism and Investment 2016-17 Departmental Business Plan

Outcome 3: Improve the business skills of tourism business owners and managers.

Measure:

(3) Number of Tourism Training and Skills Development workshops Delivered

### Tourism Training and Skills Development Delivered in 2014-15

	Type of training	Location	Cost	Number of Participants	Benefits/Outcome	Comments/Evaluation
	<b>Workshops and Conferences</b>					
1	Customer Service and NWT orientation (Welcome NWT)	Tsiigehtchic	\$500	20	Provide customer service skills and NWT orientation to employees working with tourists.	Attendees included 15 high school students, mayor, new tourism operator and interested residents.
2	Introduction to Social Media	Yellowknife	\$450	12	Using websites and social media accounts to market small tourism business.	Attending by operators in North Slave region.
3	Social Media Training2	Yellowknife	\$450	10	Using websites and social media accounts to market small tourism business.	Attending by operators in North Slave region.
4	Social Media Training3	Yellowknife	\$450	12	Using websites and social media accounts to market small tourism business.	Attending by operators in North Slave region.
5	Welcome NWT Train-the-trainer workshop (Customer Service & NWT orientation)	Yellowknife	\$1,500	6	Provide customer service skills and NWT orientation to employees working with tourists.	Workshop to provide potential trainers with skills and tools to deliver Welcome NWT workshops.
6	Customer Service and NWT orientation (Welcome NWT)	Yellowknife	\$1,500	18	Provide customer service skills and NWT orientation to employees working with tourists.	Attendees included many tourism businesses (restaurants and travel agencies) in Yellowknife.
7	Customer Service and NWT orientation (Welcome NWT)	Yellowknife	\$2,000	19	Provide customer service skills and NWT orientation to new employees working with tourists.	Delivered as part of the Parks Officer training program.
8	Customer Service and NWT orientation (Welcome NWT)	Hay River Reserve	\$400	10	Provide customer service skills and NWT orientation to artisans working with tourists.	Delivered to local artisans. Part of broader workshop that was a joint initiative with regional EDO.
9	Customer Service and NWT orientation (Welcome NWT)	Fort Smith	\$250	5	Provide customer service skills and NWT orientation to employees working with tourists.	Northern Life Museum employees.
10	Youth Ambassador Training/Welcome NWT (Customer Service and NWT orientation)	Yellowknife	\$1,000	45	Interpersonal communication skills – how to represent the NWT as an Ambassador - initiate conversations, etc. General orientation/knowledge of NWT.	Partnership initiative with MACA to train northern Youth Ambassadors.
11	Customer Service (FirstHost)	Fort Simpson	\$5,000	5	Customer service training specific to Aboriginal tourism operators.	
12	Tourism Awareness and	Fort	In-kind	9	Students at Aurora College have tourism	Participants included Aurora



## Department of Industry, Tourism and Investment

### 2016-17 Departmental Business Plan

	information on programs, and product development session.	Simpson			awareness, information of programs, and how to apply on programs.	College students.
13	<i>Starting a Tourism Business workshop</i>	Aklavik	\$500	5	Participants received specific information to help them start a tourism business.	
14	<i>Business Planning workshop</i>	Łutselk'e	\$450	8	Participants understand the necessary requirements and available resources for developing a business plan for a tourism business in the NWT.	Tourism business received advice/information on business planning.
15	<i>Business Planning workshop</i>	Behchokq	In-kind	15	Participants understand the necessary requirements and available resources for developing a business plan for a tourism business in the NWT.	Tourism business received advice/information on business planning.
16	<i>Interpretive Basics workshop</i>	Fort Simpson	\$250	10	Participants gained skills in quality customer/visitor/tourist services and interpretation foundations.	Joint initiative: ITI, Parks Canada, Village of Fort Simpson
17	<i>Sahtu Regional Tourism Conference</i>	Déljine	\$50,000	35	Provided the opportunity to explore the possibilities for growth and partnership building in the Sahtu's growing tourism industry.	Joint initiative with CanNor.
18	<i>Hay River Tourism Conference</i>	Hay River	\$20,000	50	Provided the opportunity to explore the possibilities for growth and partnership building in the South Slave's growing tourism industry.	
19	<i>Tourism Community Development workshop</i>	Yellowknife	\$12,000	55	Provide awareness and tools to develop tourism as part of community development.	This workshop was held just prior to the NWTT annual Conference to accommodate attendees from across the NWT.
20	<i>First Host Train the Trainer Session 1</i>	Yellowknife	\$21,700	7	Train a group of trainers who will become certified FirstHost trainers in the NWT	Six participants were certified as qualified FirstHost trainers in the NWT.
20	<i>Fishing Sector Workshop</i>	Yellowknife	\$47,000	25	Fishing operators received updated research including implications, marketing opportunities, forest fire risk management, presentations from regulatory agencies.	Attended by fishing operators from across the NWT.
21	<i>Marine Safety training</i>	Ulukhaktok	\$6500	2	Boat Safety for tourism operators	12 registered but only two participants received the Transport Canada certification for safe boat operations



## Department of Industry, Tourism and Investment

### 2016-17 Departmental Business Plan

22	Marine safety training	Fort Resolution	\$7194	8	Boat safety for tourism operators	All participants received the Transport Canada certification for safe boat operations
23	Marine safety training	Łutselk'e	\$8191	15	Boat safety for tourism operators	All participants received the Transport Canada certification for safe boat operations
24	Marine safety training	Trout Lake	\$9347	7	Boat safety for tourism operators	All participants received the Transport Canada certification for safe boat operations
25	Marine Safety	Tulita	\$6300	5	Boat safety for tourism operators	All participants received the Transport Canada certification for safe boat operations
TOTAL Participants (workshops & conferences)			\$202,932	418		
Tourism Awareness/Careers						
21	Tourism career awareness presentation/information	Dettah	In-kind	30	To create awareness among youth of tourism careers.	Dettah career fair.
TOTAL Tourism Awareness				30		
Tourism Training Funding						
22	Canoe Guide Training	Nahanni River	\$6,000	2	Two youth from Łutselk'e. were able to obtain advanced canoe guide training - building on previous year's training.	Nahanni Wilderness Adventures Ltd.- Industry initiative through Tourism Training Fund
23	Interpretive Guide Training	Vancouver	\$989	1	Staff member obtained interpretive guide training.	Northern Frontier Visitors' Centre - Industry initiative through Tourism Training Fund
24	Customer Service Seminar	Yellowknife	\$110	1	Customer Service training.	Naumushka Lodge - Industry initiative through Tourism Training Fund
25	Interpretive Guide Training	Vancouver	\$2,000	1	Staff member obtained interpretive guide training.	Northern Life Museum and Cultural Centre - Industry initiative through Tourism Training Fund



## Department of Industry, Tourism and Investment

### 2016-17 Departmental Business Plan

26	Staff training and development of operations manual for lodge.	Déjine	\$6,000	10	Trained front line and back end staff of Grey Goose Lodge in hotel operational procedures. Development of an operations manual for the lodge.	Grey Goose Lodge - Industry initiative through Tourism Training Fund
27	First Aid	Yellowknife	\$2,428	1	Lodge owner obtained first aid training.	Hearne Lake Lodge - Industry initiative through Tourism Training Fund
28	St. John Ambulance Instructor Development Program	Yellowknife	\$1,733	2	Staff obtained first aid instructor certification.	Narwal Northern Adventures - Industry initiative through Tourism Training Fund
29	Advanced flatwater instructor certification – stand up paddleboard	Squamish, BC	\$1,607	2	Staff obtained certification as flatwater paddleboard instructors.	Old Town Paddle and Co. - Industry initiative through Tourism Training Fund
30	On – line courses in Simply Accounting, Payroll, Social Media	Yellowknife	\$224	1	Training in accounting, payroll and social media.	The J Group Ltd. - Industry initiative through Tourism Training Fund
31	First Aid	Inuvik	\$450	1	Staff member obtained first aid training.	Up North Tours - Industry initiative through Tourism Training Fund
TOTAL Training Funding			\$21,541	22		
Business Mentorship Program						
32	Mentorship - Individual	Inuvik	\$2,200	1	Mentorship from experienced business person.	Up North Tours (mentee) – CEO (mentor)
33	Mentorship – Group visit	Łutselk’e	\$12,000	3	Site visit to Grey Goose Lodge in Déjine.	Łutselk’e Dene First Nation (mentee) – Grey Goose Lodge/Suzanne Hall (mentor)
TOTAL Business Mentorship			\$14,200	4		
2014/15 TOTALS			\$238,673	435		

INDUSTRY, TOURISM, AND INVESTMENT
-----------------------------------

## 2016-17 Business Plan

## Supporting Schedules

<u>Schedule</u>	<u>Description</u>
1	Departmental Summary
2	Operations Expense Summary
3	Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan
4	Proposed Adjustments to Grants & Contributions: 2015-16 Main Estimates to 2016-17 Business Plan
5	Human Resources Statistics
6	Infrastructure Investments
7	Restatements

<b>DEPARTMENTAL SUMMARY</b>
-----------------------------

(thousands of dollars)

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Revised Estimates</b>	<b>2015-16 Main Estimates</b>	<b>2014-15 Actuals Restated</b>
<b>Operations Expenses by Activity</b>				
Corporate Management	8,424	9,320	9,315	10,969
Economic Diversification & Business Support	18,566	23,203	22,776	20,289
Minerals and Petroleum Resources	15,958	18,156	17,175	16,206
Tourism and Parks	13,672	14,193	14,191	13,466
<b>Total</b>	<b>56,620</b>	<b>64,872</b>	<b>63,457</b>	<b>60,930</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	25,546	27,499	27,123	26,659
Grants and Contributions	15,732	18,427	18,427	18,085
Other	13,857	17,461	16,422	14,844
Amortization	1,485	1,485	1,485	1,342
<b>Total</b>	<b>56,620</b>	<b>64,872</b>	<b>63,457</b>	<b>60,930</b>
<b>Revenues</b>	<b>62,830</b>	<b>68,691</b>	<b>76,621</b>	<b>68,445</b>

**HUMAN RESOURCE SUMMARY**

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Main Estimates</b>
Yellowknife Headquarters	101	109
Regional / Area Offices	78	86
Other Communities	4	5
	<b>183</b>	<b>200</b>

<b>Operations Expense Summary</b>
-----------------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS										
	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Corporate Management</b>										
Directorate	3,693	-	3,693	-	1	2	(340)	(443)	-	2,913
Policy, Legislation and Communications	2,705	-	2,705	(20)	-	12	-	(100)	-	2,597
Finance and Administration	1,538	-	1,538	-	4	-	-	-	-	1,542
Corporate Costs	1,414	(35)	1,379	(12)	-	3	2	-	-	1,372
	9,350	(35)	9,315	(32)	5	17	(338)	(543)	-	8,424
<b>Economic Diversification and Business Support</b>										
Investment and Economic Analysis	15,879	-	15,879	(2,146)	21	461	(7)	(1,575)	-	12,633
Traditional Economy	1,960	-	1,960	-	1	-	-	(420)	-	1,541
Regional Petroleum	479	-	479	-	-	-	-	-	-	479
NWT Business Development Investment C	3,789	-	3,789	-	-	-	-	(493)	-	3,296
Diamond Secondary Industry	669	-	669	-	-	-	-	(52)	-	617
	22,776	-	22,776	(2,146)	22	461	(7)	(2,540)	-	18,566
<b>Minerals and Petroleum Resources</b>										
Mackenzie Valley Petroleum Planning Office	1,764	-	1,764	-	3	-	-	(980)	-	787
Industrial Initiatives	600	-	600	-	-	-	-	(162)	-	438
Petroleum Resources	1,819	-	1,819	-	2	7	-	(280)	-	1,548
Client Services and Aboriginal Relations	1,050	-	1,050	(100)	-	159	-	(54)	-	1,055
Financial Analysis and Royalty Administration	3,905	-	3,905	-	-	28	-	(67)	-	3,866
Mineral Resources	2,462	-	2,462	(140)	-	215	320	(124)	-	2,733
NWT Geoscience Office	5,575	-	5,575	(1,126)	-	1,440	-	(358)	-	5,531
	17,175	-	17,175	(1,366)	5	1,849	320	(2,025)	-	15,958



Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Office of the Regulator Oil &amp; Gas Operations</b>										
Office of the Regulator Oil & Gas Operations	2,185	(2,185)	-	-	-	-	-	-	-	-
	2,185	(2,185)	-	-	-	-	-	-	-	-
<b>Tourism and Parks</b>										
Tourism and Parks	14,191	-	14,191	(1,746)	29	2,155	25	(982)	-	13,672
	14,191	-	14,191	(1,746)	29	2,155	25	(982)	-	13,672
<b>TOTAL DEPARTMENT</b>	<b>65,677</b>	<b>(2,220)</b>		<b>(5,290)</b>	<b>61</b>	<b>4,482</b>	<b>-</b>	<b>(6,090)</b>	<b>-</b>	<b>56,620</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Major Revenue Changes

(thousands of dollars)

## PROPOSED ADJUSTMENTS

	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Explanation of Increases (Decreases) that are 10% or Greater
<b>GENERAL REVENUES</b>						
<b>Resource Revenue</b>						
Minerals, Oil and Gas Royalties	78,715	(4,410)	74,305	59,810	(18,905)	15/16 Restated to include Land Claim payments.
Licences, Rental and Other Fees	2,203		2,203	2,207	4	Based on current rental listing
<b>Regulatory Revenue</b>						
Petroleum Fees	52		52	52	-	
Egg Marketing Levy	35		35	35	-	
Tourism Operators Licenses	21		21	21	-	
Operator Licences	1	(1)	-	-	(1)	Operator licences for OROGO now with Justice
<b>Service and Miscellaneous</b>						
Parks Merchandise	5	-	5	5	-	Accounting change for park revenue. Revenue based on visitor numbers - expected to be similar to 16/17
Park permits and fees	-	-	-	700	700	
<b>TOTAL REVENUE</b>	<b>81,032</b>	<b>(4,411)</b>	<b>76,621</b>	<b>62,830</b>	<b>(18,202)</b>	

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

		2015-16 Main		Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter-Departmental Transfers and Other Adjustments
Explananation of Proposed Adjustments		Estimates	Restatements							
<b>Corporate Management</b>										
N/A		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
<b>Economic Diversification and Business Support</b>										
Fur price Program	Expenditure Reductions	205	-	205					(50)	
Commercial Fisheries	Expenditure Reductions	225	-	225					(25)	
Community Transfers Initiative	Expenditure Reductions	1,587	-	1,587					(307)	
Support for Entrepreneur and Economic Development (SEED)	Expenditure Reductions	3,866	-	3,866					(350)	
Growing Forward 2	No Change	300	-	300						
Northern Food Development Program	Expenditure Reductions	550	-	550					(300)	
Great Northern Arts Festival	No Change	25	-	25					-	
Economic Opportunities Strategy Initiatives - Film Industry Pilot Project	Sunset/Initiative	100	-	100	(100)				100	
Economic Opportunities Strategy Initiatives - Business Internship	Sunset/Initiative	50	-	50						
Community Futures	Expenditure Reductions	1,147	-	1,147					(280)	
NWT Business Development Investment Corporation	Expenditure Reductions	3,789	-	3,789					(493)	
		<b>11,844</b>	<b>-</b>	<b>11,844</b>	<b>(100)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,705)</b>	<b>-</b>
<b>Minerals and Petroleum Resources</b>										
Mackenzie Valley Development Contributions	Expenditure Reductions	715	-	715	-	-	-	-	(315)	-
NWT Chamber of Mines	No Change	30	-	30						
CanZinc Socioeconomic Agreement	No Change	30	-	30						
Mineral Development Strategy Initiatives - Mining Incentive Program	Sunset/Initiative	400	-	400	(400)		400			
Mineral Development Strategy Initiatives - Aboriginal Mineral Development Support P	Sunset/Initiative	100	-	100	(100)		100			
Diavik Socioeconomic Agreement	No Change	50	-	50						
		<b>1,325</b>	<b>-</b>	<b>1,325</b>	<b>(500)</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>(315)</b>	<b>-</b>
<b>Office of the Regulator Oil &amp; Gas Operations</b>										
N/A		-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-
<b>Tourism and Parks</b>										
Tourism Industry Contribution	No Change	3,336	-	3,336						
Tourism 2020	Sunset/Initiative	400	-	400						
Northern Frontier Visitor's Center	No Change	161	-	161						
Economic Opportunities Strategy Initiatives - Tourism Diversification Program	Expenditure Reductions	1,086	-	1,086					(500)	
Economic Opportunities Strategy Initiatives - Community Tourism Infrastructure	Sunset/Initiative	100	-	100	(100)		100			
Economic Opportunities Strategy Initiatives - Convention Bureau	Sunset/Initiative	100	-	100	(100)		100			
Economic Opportunities Strategy Initiatives - Tourism Skills Development	Sunset	75	-	75	(75)					
		<b>5,258</b>	<b>-</b>	<b>5,258</b>	<b>(275)</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>(500)</b>	<b>-</b>
<b>TOTAL DEPARTMENT</b>		<b>18,427</b>	<b>-</b>	<b>18,427</b>	<b>(875)</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>(2,520)</b>	<b>-</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Human Resources Statistics

	2015-16		%	2014-15		%	2013-14		%	2012-13		%
<b>All Employees</b>	<b>192</b>			<b>191</b>			<b>149</b>			<b>160</b>		
<b>Indigenous Employees</b>	<b>84</b>	<b>43.8%</b>		<b>84</b>	<b>44.0%</b>		<b>83</b>	<b>55.7%</b>		<b>94</b>	<b>58.8%</b>	
Aboriginal	54	28.1%		50	26.2%		50	33.6%		57	35.6%	
Non-Aboriginal	30	15.6%		34	17.8%		33	22.1%		37	23.1%	
Non-Indigenous Employees	108	56.3%		107	56.0%		66	44.3%		66	41.3%	
Male	86	44.8%		86	45.0%		68	45.6%		69	43.1%	
Female	106	55.2%		105	55.0%		81	54.4%		91	56.9%	
<b>Senior Management</b>	<b>19</b>			<b>20</b>			<b>18</b>			<b>15</b>		
<b>Indigenous Employees</b>	<b>7</b>	<b>36.8%</b>		<b>8</b>	<b>40.0%</b>		<b>9</b>	<b>50.0%</b>		<b>10</b>	<b>66.7%</b>	
Aboriginal	2	10.5%		2	10.0%		2	11.1%		2	13.3%	
Non-Aboriginal	5	26.3%		6	30.0%		7	38.9%		8	53.3%	
Non-Indigenous Employees	12	63.2%		12	60.0%		9	50.0%		5	33.3%	
Male	10	52.6%		11	55.0%		10	55.6%		10	66.7%	
Female	8	42.1%		9	45.0%		8	44.4%		5	33.3%	
<b>Non-Traditional Occupations</b>	<b>9</b>			<b>25</b>			<b>7</b>			<b>16</b>		
<b>Indigenous Employees</b>	<b>6</b>	<b>66.7%</b>		<b>6</b>	<b>24.0%</b>		<b>3</b>	<b>42.9%</b>		<b>8</b>	<b>50.0%</b>	
Aboriginal	5	55.6%		4	16.0%		3	42.9%		7	43.8%	
Non-Aboriginal	1	11.1%		2	8.0%			0.0%		1	6.3%	
Non-Indigenous Employees	3	33.3%		19	76.0%		4	57.1%		8	50.0%	
Male	8	88.9%		18	72.0%		6	85.7%		11	68.8%	
Female	1	11.1%		7	28.0%		1	14.3%		5	31.3%	

<b>2016-17 Infrastructure Investments</b>
---

<b>Project Name</b>	<b>Asset Description</b>	<b>Asset Location</b>	<b>Type</b>	<b>Estimated Completion</b>
QE- install security fencing	Protection of people and assets. Install perimeter fencing to deter theft and reduce winter access.	Fort Smith	TCA	2016-17
QE -Relocate sewage dump station inside Park	Protection of asset. Relocate inside Park. Uncontrolled access subject to vandalism.	Fort Smith	TCA	2016-17
HR - Replace maintenance compound	Construct secure maint compound as per Hay River design	Hay River	TCA	2016-17
Reid Lake Territorial Park - Sewage dump station 5.8m <sup>2</sup>	scheduled replacement of RV dump station	Yellowknife	TCA	2016-17
Twin Falls- fence highway access to protect Park	Construct approx 1500m of fencing to deter off road traffic and quads.	Enterprise	TCA	2016-17
HR -Water connection	install new water service to campground. Partner with Town of Hay River.	Hay River	TCA	2016-17
Blackstone Park - Dumping Station Replacement	Scheduled replacement of water shed.	Fort Simpson	TCA	2016-17
Yellowknife River Territorial Park - Day use area expansion	expand day use area to meet the need of more picnic and recreational space, add 10 picnic sites	Yellowknife	TCA	2016-17

## Schedule 6

Mission Park - Long Storage Building Restoration	renovate interior of Fort Smith building for multi season use. Engineer report and drawings completed.	TCA	2016-17
Gwich'in Park - Lake Access Road	The crown on the Inuvik road has deteriorated laying bare significant areas of geotextile and creating a washboard. There is not enough gravel on the sides of the road to pull up and form and new crown. Gravel needs to be placed and bladed.	TCA	2016-17
Pontoon Lake Territorial Park - improvement for day use	Build 10 day use Yellowknife picnic sites and add improvements to the park	TCA	2016-17
Cameron River Territorial Park - Parking lot expansion	Increase turnaround Yellowknife and size of parking lot to accommodate large buses	TCA	2016-17
Fred Henne K2 improvements	Add Deck, power and Yellowknife outhouses, re-route fencing	TCA	2016-17
Sambaa Deh Park - Residence	Install shower & water Fort Simpson	TCA	2016-17
Fred Henne New RV Loop D Playground	construct a new Yellowknife playground... by outhouses or area tbd	TCA	2016-17
Fort Providence -Shower Building- Betterment	Construct additional Fort Providence capacity onto existing building as per prototypical design standards to increase capacity.	TCA	2016-17
Reid Lake Territorial Park - Site Betterments	Betterment of 25 Yellowknife existing campsites	TCA	2016-17
HR - Fence Campground	Install approx 500m Hay River of fence as per parks standard design.	TCA	2016-17
Prelude Lake -- Outhouse for new loop	new outhouse and Yellowknife Sani station Loop D	TCA	2016-17
Fort Providence- Construct new	Requirment for Level Fort Providence	TCA	2016-17

## Schedule 6

Gwich'in Park - RV Loop Expansion & Repair	Existing campsites Inuvik are too few and many are too small. Vehicle sizes have increased and more park users are camping using larger Recreational Vehicles. The camping loop has deteriorated beyond standard repair.	TCA	2016-17
QE- Construct Parks office	Replace existing 40 Fort Smith year old building with new gate house/office	TCA	2016-17
QE - Construct Group Camping Area	Construct group Fort Smith camping area for approx 25 RV as per Hay River design.	TCA	2016-17
60 Parallel - replace washrooms	Replace existing Hay River washrooms	TCA	2016-17
Sambaa Deh Park - Office Building (VIC) Betterment	Scheduled Fort Simpson replacement of roofing, sidings, furniture, computer, flooring and deck.	TCA	2016-17
Ft. Simpson Park - Shower-Washroom Building - Betterment	Scheduled Fort Simpson replacement of roofing, sidings, flooring, water tank and pumps. Repaint out & inside of building. Install solar panel electrical & water heater tank.	TCA	2016-17
Canol Trail - River Crossings	Construct crossing at Norman Wells 3 rivers in the proposed park	TCA	2016-17

Schedule of Restatements

Department

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
OPERATIONS								
	Transfer of OROGO to Justice				(1,904)	(2,220)	(2,220)	(1,189)
	Transfer of various programs to ENR				-	-	-	(2,229)
	Transfer of ENERGY to PWS				-	-	-	(2,162)
				Total	\$ (1,904.00)	\$ (2,220.00)	\$ (2,220.00)	\$ (5,580.00)

Explanation

				Total	\$ -	\$ -	\$ -	\$ -
--	--	--	--	-------	------	------	------	------

Explanation



Schedule of Restatements

Department

REVENUES

Resource royalties

(4,410)

Total

\$-\$(4,410.00)\$-

Explanation

Restatement of Land Claim Payments

(4,410)

Total

\$-\$(4,410.00)\$-

Explanation



# Annual Business Plan

## 2016-2017

### Justice



Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest



## Department of Justice 2016-17 Business Plan

### 1. DEPARTMENTAL OVERVIEW

#### MISSION

The Department of Justice mission is to serve the residents of the Northwest Territories (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;
- Ensuring the safe custody and supervision of offenders;
- Protecting the rights and freedoms of individuals and groups; and
- Promoting respect for the law and the Constitution of Canada.

#### GOALS

Department of Justice goals are organized by Strategic Direction as outlined in the Department's 10-Year Strategic Plan, 2012-2022 – *Improving the Justice System's Approach to Crime, Improving Access to Justice, and Building a Strong Foundation*. In 2015-16, minor changes were made to the Strategic Plan to better reflect current opportunities and challenges, and to provide strategic guidance for Department of Justice activities during the 18<sup>th</sup> Assembly.

#### **Strategic Direction: Improve the System's Approach to Crime Reduction**

Goal 1: Crime reduction activities are more integrated and focused on social factors.

Goal 2: Communities have a stronger role in the justice system.

#### **Strategic Direction: Improve Access to Justice**

Goal 3: Residents have access to information and to programs and services delivered cost-effectively and responsively.

Goal 4: Families at risk are more fully supported.

#### **Strategic Direction: Build and Maintain a Strong Foundation**

Goal 5: The Department is better equipped to provide core programs and services.

Goal 6: The justice system is continually adapting.

The Strategic Plan is an evolving, living document and adjustments are made as lessons are learned, the environment changes and the Department's areas of responsibility are modified.



## Department of Justice 2016-17 Business Plan

### KEY ACTIVITIES SUMMARY

The Department's responsibilities fall into the following 8 key activities:

- Community Justice and Policing
- Corrections
- Court Services
- Legal Aid Services
- Office of the Regulator of Oil and Gas Operations
- Policing Services
- Services to Government
- Services to Public

### OPERATING ENVIRONMENT

The Justice operating environment encompasses risks and challenges affecting the Department as identified through the Department's Enterprise Risk Management (ERM) and strategic planning processes.

#### Enterprise Risk Management

In 2014, the Department of Justice implemented the GNWT ERM process to identify, analyze and respond to risks associated with the Department's programs, services and operations. The top five risks to the Department are:

#### 1. Human Resources

**Employee mental health and wellness** - Some Department of Justice staff, primarily in Corrections and Courts, work in positions where they are regularly exposed to psychosocial hazards such as vicarious trauma, compassion fatigue, and post-traumatic stress disorder, all of which can potentially impact employee wellness.

The Department will mitigate this by continuing to offer in-house training and debriefing on these issues and continuing to promote the GNWT's Employee and Family Assistance Program and strategies for maintaining healthy work-life balance in partnership with the Department of Human Resources.

**Career and succession planning** - The specialized nature of some divisions within the Department highlights the need to plan, recruit and build capacity within the organization especially for supervisor and management positions. The Department continues to implement mitigating actions such as internal capacity building strategies, internship/mentorships, focussed recruitment, succession planning and cross-training. It remains a challenge nonetheless to balance recruiting individuals with the specialized knowledge, skillset and experience for certain positions without pulling from the existing staff pool to the extent of creating human resources gaps in other areas.

#### 2. Offender Rehabilitation Programming

The needs of inmates, offenders and others in conflict with the justice system are complex. The most recent offender profile for 2014-15 showed that among offenders assessed at high risk to re-



## Department of Justice 2016-17 Business Plan

offend, 97% had substance abuse issues. Other factors to contend with are mental health issues and the trauma associated with the legacy of residential schools.

The range and complexity of offender needs requires that programs and supports address the root causes of crime both in-custody and in the community. To facilitate this, the partnership with the Department of Health and Social Services (HSS) and local providers continues to be a key factor, especially in the area of mental health programs and services.

### **3. Infrastructure/Capital Planning**

The 2015 Report of the Office of the Auditor General of Canada on Corrections in the NWT highlighted the need for ongoing vigilance regarding the safety and maintenance of correctional facilities in general, and in particular, reduction of risks in the territorial women's facility, an older wood structure.

In 2016-17 as part of the GNWT Capital Plan, the Department of Justice with the support of the Department of Public Works and Services (PWS), is constructing a new facility for adult women inmates. Construction is scheduled to begin in the summer of 2016 with completion in 2018.

In addition, changes are being made to improve the safety and security of probation offices and future court facilities. Recently a new standard for security in probation offices was developed by PWS. All probation offices are being assessed against this standard. Also, in consultation with the judiciary, the Department of Justice will be developing a security standard to guide the development of major capital projects for court facilities.

Finally, with correctional facilities operating 24 hours a day, seven days a week, there is considerable wear and tear on the buildings and their systems. As the Department relies on PWS for facility management/maintenance and technology, close collaboration is essential.

### **4. Performance Assurance and Accountability (Corrections)**

The Auditor General's report highlighted the need for the development and implementation of a Performance Assurance and Accountability Framework (PAAF) to ensure compliance with case management requirements and inmate access to rehabilitation programs as well as ensure ongoing oversight of safety risk and facility management. In 2016-17 the PAAF for Corrections will be completed. Regular reporting will occur in key areas including case management, segregation, use of force, occupational health and safety, and training. Other performance indicators are being developed to assess risk and establish areas for improvement. In 2016-17, work will continue to review and modernize the NWT *Corrections Act*.

### **5. Technology**

The ERM process identified challenges to the Department regarding the use of both new and existing technology. The Department has direct responsibility for maintaining the information technology/systems (IT/IS) infrastructure that supports several core services and programs, such as NWT Courts, Corrections and Legal Registries. This infrastructure is aging and significant investment is required to replace systems and advance major projects and initiatives. To mitigate these risks the Department is monitoring and maintaining current systems while assessing and developing solutions for future IT/IS infrastructure needs.



## Department of Justice 2016-17 Business Plan

### Operating Issues Identified in Department of Justice Strategic Plan

In addition to the issues identified through the ERM process, there are other operational issues that are expected to impact on Justice programs and services during this business planning period. These challenges had been identified in the Department's 10-Year Strategic Plan 2012-2022, and are organized according to the three strategic directions:

### Strategic Direction: Improve the Justice System's Approach to Crime Reduction

#### 1. Understanding the NWT's High Crime Rate

Between 2013 and 2014, the NWT's overall crime rate decreased by 4%. There was a reduction in all three categories of police reported crime: property crime, violent crime, and 'other' *Criminal Code* offences. Despite this reduction, the NWT still had the highest rates of total crime, property crime, and 'other' *Criminal Code* offences in Canada in 2014. The NWT had the second highest violent crime rate, next to Nunavut. This trend continues from previous years.

The comparatively high crime rate<sup>1</sup> in the NWT is influenced in part by the high number of police per capita in the NWT (440/100,000 - the highest in Canada<sup>2</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.

The high rate of violent crime in the NWT, the second highest in the country, 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 some 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, policy changes established by Public Safety Canada that impact on the RCMP, and any federal cutbacks, each have residual and cumulative effects on discretionary programs as well as core programs including courts, corrections services, policing, victim services and legal aid. Resource development projects are also expected to create pressures on the justice system.

The Department regularly monitors to determine if changes need to be made to programs or services or if other approaches need to be considered to respond to these factors.

### Strategic Direction: Improve Access to Justice

#### 3. 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

<sup>1</sup>Crime rate is a national indicator which measures the overall volume of crime. *Police-reported Crime Statistics 2014*, Statistics Canada.

<sup>2</sup>*Police Resources in Canada 2014*, Statistics Canada.



## Department of Justice 2016-17 Business Plan

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. As Justice programs and services connect with those of other departments and agencies, the Department also needs to take steps to foster those links in support of improved access and outcomes for NWT residents.

### ***4. 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 is 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. Additional collaborative approaches to meeting the needs of families in crisis or transition are required.

## **Strategic Direction: Build and Maintain a Strong Foundation**

### ***5. The Department Faces Human Resource Challenges***

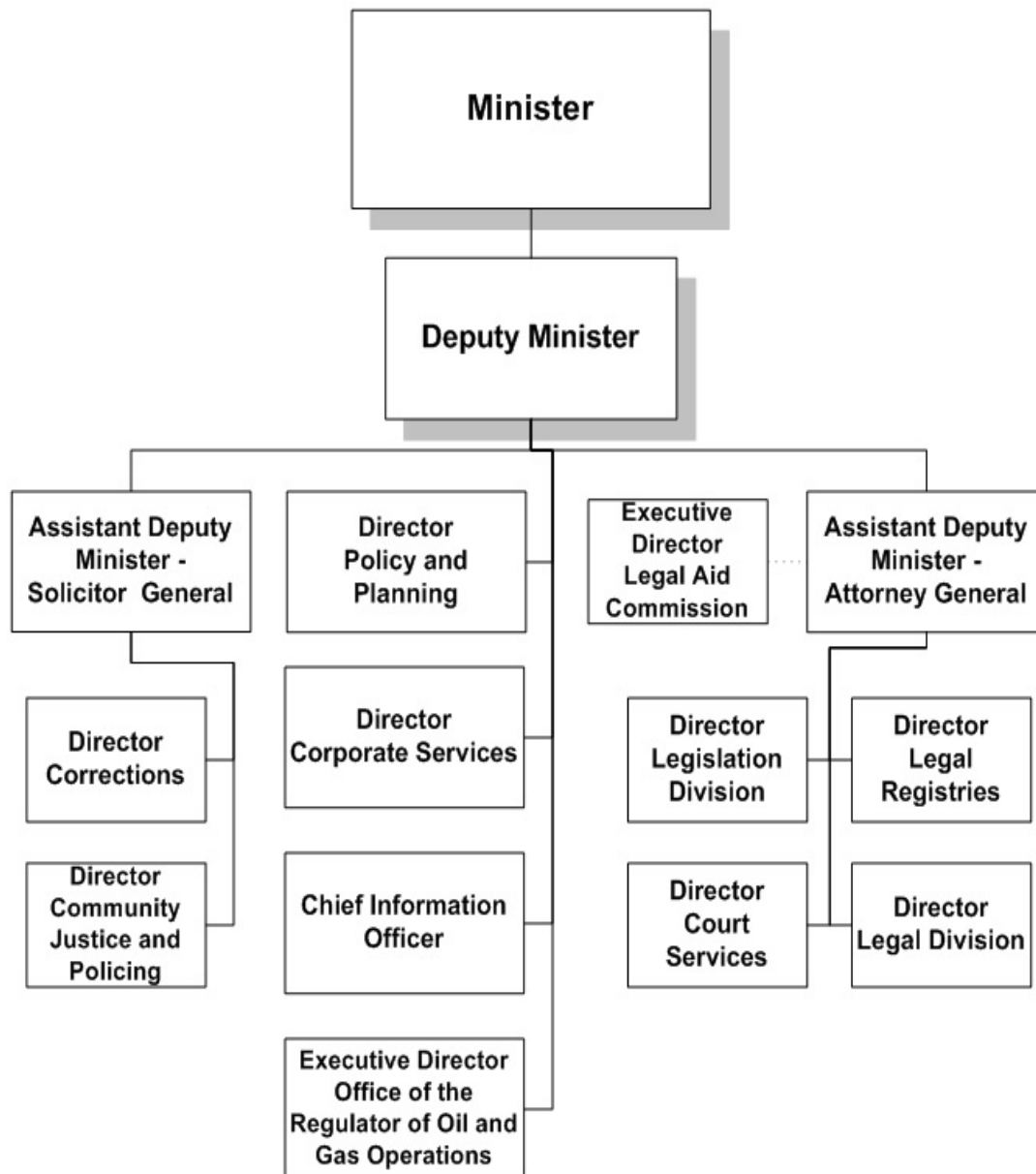
There continues to be a shortage of certain skilled staff throughout the justice system as recruitment for specialized positions remains difficult. Succession planning is an important consideration for the Department; especially since about 37% of employees are 50 years of age and over, and just over 37% of senior managers are eligible to retire in the next five years. At times, vacancies and turnover in staff can result in a struggle to maintain a critical mass for the delivery of legislated justice services.

In particular, Court Services and Corrections Services have unique and at times difficult work environments that present management with challenges to support employee, public and client safety while ensuring effective program delivery. As referenced earlier, the increased focus on occupational health and safety and risk management is supporting management and employees to respond well to these circumstances.





## Department of Justice 2016-17 Business Plan







## Department of Justice 2016-17 Business Plan

### 2. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Community Justice & Policing	4,815	5,282	5,096	3,950
Corrections	37,480	39,380	39,477	36,686
Court Services	13,927	14,700	14,693	13,284
Legal Aid Services	6,281	6,615	6,612	5,702
Office of the Regulator of Oil and Gas Operations	1,869	2,185	2,185	1,189
Policing Services	44,729	45,618	44,573	44,877
Services to Government	13,374	13,878	13,538	14,845
Services to Public	4,283	4,400	4,399	4,392
<b>Total</b>	<b>126,758</b>	<b>132,058</b>	<b>130,573</b>	<b>124,925</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	61,300	64,071	63,953	59,630
Grants and Contributions	2,473	2,673	2,357	2,504
Other	60,681	63,010	61,959	60,633
Amortization	2,304	2,304	2,304	2,158
<b>Total</b>	<b>126,758</b>	<b>132,058</b>	<b>130,573</b>	<b>124,925</b>
<b>Revenues</b>	<b>15,565</b>	<b>14,827</b>	<b>14,716</b>	<b>13,649</b>

#### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	89	87
Regional / Area Offices	359	386
Other Communities	11	12
	<b>459</b>	<b>485</b>



## Department of Justice 2016-17 Business Plan

### 3. KEY ACTIVITIES

#### Key Activity 1 – Community Justice and Policing

##### 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, 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 has the lead on the GNWT Integrated Case Management (ICM) pilot project, provides supports under the *Protection Against Family Violence Act* and works closely with the RCMP on policing priorities and community safety initiatives.

##### GOALS

This Key Activity responds to the Department of Justice Strategic Direction and goals as outlined in the Department's Strategic Plan:

#### **Strategic Direction: Improve the Justice System's Approach to Crime Reduction**

##### **Goal 1: Crime reduction activities are more integrated and focused on social factors**

This goal speaks to the need to find better ways to address the needs of people at risk of committing crimes or who have been through the justice system and are looking for a fresh start, in ways that respect victims. A new approach to making communities safer involves a unified, interdisciplinary response to the social determinants of crime, one that consists of education, awareness, crime prevention, reduction and enforcement.

##### **Goal 2: Communities have a stronger role in the justice system**

Residents in NWT communities have a unique combination of language, identity and approaches in addressing social issues, including safety and crime prevention. This goal recognizes that there is no "one-size-fits-all" solution. Communities are key to finding and implementing solutions to reduce crime and promote wellness locally and across the NWT. By working in partnership with communities, building on local knowledge and skills, and recognizing the specificity of community needs, the Department, with our partners, can make the most of scarce resources with a focus on results.

##### DEPARTMENTAL HIGHLIGHTS

The Department of Justice works with the RCMP and communities to enhance community safety and improve the justice system's approach to crime reduction through a number of initiatives – crime prevention, Community Safety Strategy, Policing Plans (which include specific joint actions), Community Justice Committees, Victim Services and family violence initiatives. In order to make the best use of our people, time and money, it is important that these community-based initiatives are developed and delivered so that they reflect local priorities, take into consideration community strengths and resources, and are coordinated and focused. This includes working with other departments and partners to take advantage of other similar or supportive initiatives, such as Community Wellness Plans.



## Department of Justice 2016-17 Business Plan

Work in this activity area supports several of the 18<sup>th</sup> Assembly priorities:

### **Priority - Community Wellness and Safety**

*4.1.2 Taking into account mental health and addictions, we will look at innovative ways to prevent and reduce crime such as integrated case management, wellness courts, domestic violence treatment options courts and culturally appropriate correctional programs.*

**Crime Prevention** - Collaboration with Yukon and Nunavut will allow the three territories to share valuable information and experiences on crime prevention. A four-year (2014-15 to 2017-18) joint project by the three territories titled, "Building a Northern Evidence-based Approach to Crime Prevention", is receiving funding under the federal Youth Gang Prevention Fund. As part of this project each of the three territories has identified a "theme" to guide research and the development of a pilot project in their territory. The results of the pilot projects will be shared between the territories.

The "theme" identified by the NWT for further research and piloting beginning in 2016-17 is "Trauma Informed Care and Practice".

**Cross Departmental Initiative: Integrated Case Management (ICM) Pilot Project** - The ICM Pilot Project aims to create, foster and deliver a coordinated, collaborative, multi-departmental and client-centered approach that removes barriers and service gaps for common clients with complex needs. The ICM Pilot is led by the Department of Justice in partnership with the departments of Education, Culture and Employment; Health and Social Services, as well as the Yellowknife Health and Social Services Authority and the NWT Housing Corporation. These partners make up the ICM Working Group, which meets monthly to oversee the direction of the project. The ICM Pilot has been accepting clients in Yellowknife since October 2015. Clients are supported through a comprehensive case management process involving the creation of Individualized Service Plans outlining their personal needs and goals. Since its inception the ICM Pilot Project has been sharing resources and lessons learned from the Wellness Court Program (see Key Activity 3 for more information on the Wellness Court).

In 2016-17, the last funded year of the ICM pilot project, there will be a continued focus on ICM service delivery that is accessible to the client population. The Department of Justice will continue to take client referrals from the five partners, and lead ICM Working Group meetings to address system barriers and service gaps. In 2016-17, the Department will also focus on the project evaluation, including analysis of client data to assist in decision making for the future of the project.

### **Priority - Community Wellness and Safety**

*4.4.1 We will strengthen initiatives and partnerships to prevent and reduce family violence by:*

- *Providing training, public information and outreach on the protections provided under the Protection Against Family Violence Act.*
- *Continuing the support for a healing program for men who use violence in intimate relationships to prevent and respond to violence in intimate relationships such as Wek'eahkaa A New Day Program.*



## Department of Justice 2016-17 Business Plan

**The *Protection Against Family Violence Act*** gives victims the ability to get court orders to protect themselves from abusive family members.

In 2016-17, the Department will work with the YWCA and the RCMP to enhance training, public information and outreach on the protections provided under the *Protection Against Family Violence Act*.

**The New Day Pilot Project** targets adult men who use violence in their intimate family relationships. The goals of the pilot project are to reduce violent behaviour and re-offending rates among violent men.

In 2016-17, Department staff will work with the community contractor, the Tree of Peace, to assess the results of the pilot. Based on this information, the Department of Justice will make decisions on the most appropriate way to continue programming aimed at reducing violent behavior in this population.

**Other Family Violence Initiatives** – The Department of Justice, Community Justice and Policing Division supports other initiatives that are designed to prevent and reduce family violence.

- The Coalition Against Family Violence is a unique territorial interagency group that brings together government and non-government agencies to share information and undertake projects that address family violence issues. The GNWT is an active participant through the Departments of Justice, Health and Social Services, and Aboriginal Affairs and Intergovernmental Relations.

In 2016-17, the Department of Justice will collaborate with other GNWT departments to respond to actions proposed by the Coalition.

- Further information on other family violence initiatives is included in the appropriate key activity sections: The Domestic Violence Treatment Options Court (Key Activity 3. Court Services) and Corrections programs aimed at reducing violence (Key Activity 2. Corrections).

### **Priority - Community Wellness and Safety**

*4.4.4 We will improve our social response to crime reduction by examining and analyzing social indicators, conducting research on what works to reduce crime and identifying any gaps in territorial programming.*

Beginning in 2016-17, the Department will build on research that the Department and others have done to identify what works to reduce crime. This will include an examination of social indicators and working closely with other social envelope departments to identify gaps.

The following are highlights of other Department of Justice activities under this Key Activity in 2016-17:

**Community Safety Strategy** – The Department finalized the draft *NWT Community Safety Strategy 2012-13* in June 2013. The Strategy establishes a decision-making process with the help of a “mapping” tool. The mapping tool assists communities to examine their identified safety priorities while considering their previous knowledge and experiences. It also helps to identify resources that



## Department of Justice 2016-17 Business Plan

may be available and how these resources could help achieve their local safety goals. Implementation of the pilot Community Safety Strategy began in 2013-14.

In 2016-17, Justice will evaluate the results of the pilot project – focusing on lessons learned and making connections with other work such as crime prevention, community policing plans and diversion.

**Community Justice Committees** - The Department of Justice, Community Justice and Policing Division provides support to communities to develop and implement sustainable local justice programming in the areas of restorative justice, crime prevention, community development and healing, Fine Options Program, and reintegration planning. Currently there are 22 active Community Justice Committees in the NWT.

In 2016-17, the Department will continue to work to increase the overall number of Community Justice Committees while providing support and training to existing Committees.

**Diversion** – Youth and adult offenders in the NWT can be diverted from the formal justice system at several stages in the criminal process.

- For youth, the RCMP has the mandate under the *Youth Criminal Justice Act* and the territorial *Youth Justice Act* (NWT Offences) to consider extrajudicial sanctions against a youth criminal offender before starting any formal proceedings. Extrajudicial sanctions could include warnings, cautions or referral to a community justice committee if the youth volunteers to participate and is prepared to admit guilt.
- For adults, the RCMP has the discretion under the *Criminal Code* to use “Alternative Measures” pre-charge to deal with persons who are 18 years of age or over and are alleged to have committed a criminal offence. The adult offender has to admit responsibility for their actions before alternative measures can be used by the RCMP. Alternative measures can include warnings, cautions or referrals to a community justice committee. An adult has to volunteer to participate in alternative measures and the Committee must agree to accept the case for Diversion. If the adult offender does not comply with a sanction imposed by the Community Justice Committee, their case is returned to the Court to be dealt with.
- For adults or youth, under the *Criminal Code*, the Crown Prosecutor (Public Prosecution Service of Canada or PPSC) can make recommendations post-charge to the sitting Justice to divert the offender to a Community Justice Committee. The Committee, if it decides to accept the case, will hear the details and decide on appropriate sanctions against the offender based on local traditions, culture and community standards. Adult and youth offenders must volunteer to participate in the community justice process and admit their guilt. If the youth or adult does not abide by the sanction, their case can be returned to the Court to be dealt with.

In 2016-17, the Department will continue to work with the RCMP, PPSC and Community Justice Committees to support the use of diversion. (Also see Key Activity 5, Policing Services).





## Department of Justice 2016-17 Business Plan

**Victim Services** – There are currently eight community-based victim service programs funded by the Department of Justice. Program coordinators and volunteers provide victims of crime in their communities with information, assistance, support and referrals to community support services. Support is also provided to surrounding communities by phone. In 2016-17, staff will continue to work to expand services to those communities without a community-based program.

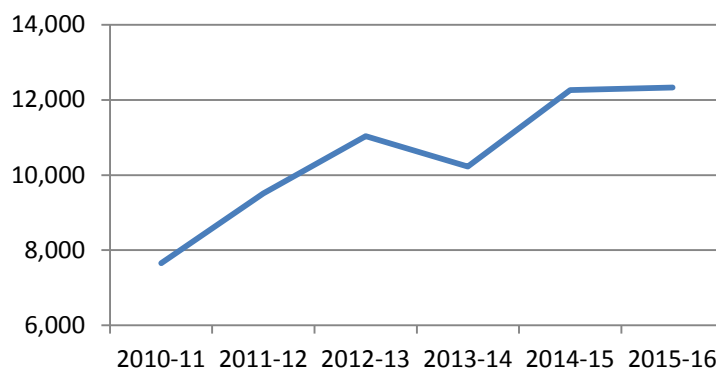
On July 23, 2015 the federal *Canadian Victims Bill of Rights* came into force. In 2016-17, the Department of Justice will continue to support implementation of the changes and will work to secure federal funding for this work and to continue to offer emergency assistance to victims of violent crime.

### PERFORMANCE MEASURES

The measures in Figures 1, 2, 3, and 4 are indicative of the work of this key activity area which, over time, will support progress on Goal 1: *Crime reduction activities are more integrated and focused on social factors* and Goal 2: *Communities have a stronger role in the justice system*.

**Figure 1 – Number of Service Contacts Provided by Victim Services**

Source: Community Justice and Policing Division



**What does it measure?**

This figure provides the total number of services provided to victims by Victim Services workers in a given year. This demonstrates the demand for this type of service, as well as the workload for Victim Services workers.

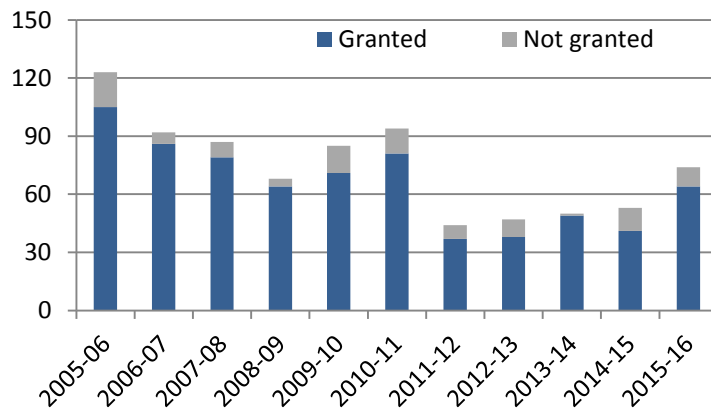
**What does it tell us?**

There has been a steady increase in the number of services provided between 2010-11 and 2015-16. This indicator shows that victims of crime are being respected and supported.



## Department of Justice 2016-17 Business Plan

**Figure 2 - Number of Applications for Emergency Protection Orders, Granted and Not Granted**



Source: Court Services

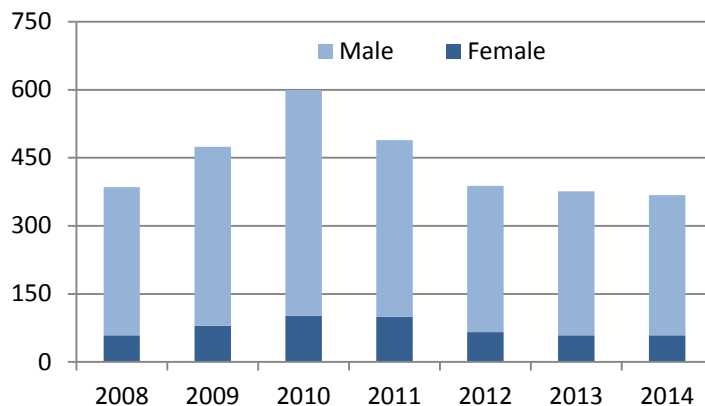
**What does it measure?**

This figure presents the number of applications for Emergency Protection Orders (EPOs) under the *Protection Against Family Violence Act*. EPOs are a valuable tool for victims of family violence.

**What does it tell us?**

The number of applications is an indicator of the level of family violence and may also be an indicator of confidence in the protection provided. In 2015/16, there was a slight rise in the number of applications.

**Figure 3 - Number of Police-reported Spousal Assault, Charges Laid**



Source: RCMP "G" Division

**What does it measure?**

This figure shows the number of spousal assaults reported by police where charges were laid, for both female and male perpetrators. This measure indicates the rate of spousal assault in the NWT that is reported to the police.

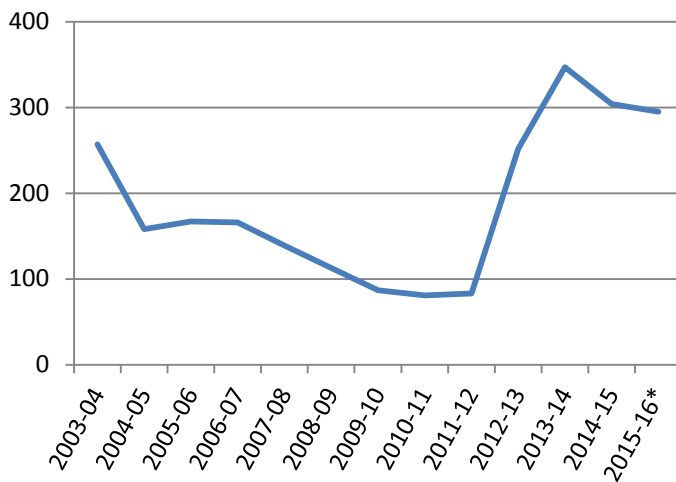
**What does it tell us?**

The number of charges laid has remained stable between 2012 and 2014



## Department of Justice 2016-17 Business Plan

**Figure 4 – Number of Cases Diverted from Criminal Justice System**



\*Up until March 8, 2016

Source: RCMP "G" Division and Community Justice and Policing Division

**What does it measure?**

This figure shows the total number of cases diverted from the criminal justice system per year by the RCMP only. In coming business planning cycles, the Department will be able to report on the number of diversions by both the RCMP and Crown

**What does it tell us?**

This measure is an indicator of police and community support for alternative approaches to justice. After experiencing a high point in 2013-14, the number of diversions has decreased.





## Department of Justice 2016-17 Business Plan

### Key Activity 2 – 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 programming and Elder support.

#### GOALS

This Key Activity responds to the Corrections Service mission to manage inmates in the least restrictive manner possible, and to provide opportunities for their rehabilitation and reintegration through holistic and culturally relevant approaches for the common good of society.

This Key Activity further responds to the following Department of Justice Strategic Direction and goals as outlined in the Department's Strategic Plan:

#### **Strategic Direction: Improve the Justice System's Approach to Crime Reduction**

##### **Goal 1: Crime reduction activities are more integrated and focused on social factors**

This goal speaks to the need to find better ways to address the needs of offenders and those who have been through the justice system and are looking for a fresh start, in ways that respect victims. A new approach to making communities safer involves a unified, interdisciplinary response to the social determinants of crime, one that consists of education, awareness, crime prevention, reduction and enforcement.

#### DEPARTMENTAL HIGHLIGHTS

During 2015-16, significant progress was made on responding to the recommendations of the Office of the Auditor General (OAG) of Canada in their report on the performance audit of the NWT Corrections Service. As of January 31, 2016, 93% of actions committed to in the Department's *Corrections Action Plan* have been completed. In the period from August 2015 to January 2016, the Department completed updates to all corrections directives (192) and associated standing orders in facilities. The Department also completed separate reviews of corrections programs, staffing and staff training, as well as an analysis of inmates' needs.

**Performance and Accountability Framework** - In 2016-17, in order to continue this progress, the Department of Justice will complete work on a Performance Assurance and Accountability Framework for the Corrections Service. This framework will provide the necessary checks and balances to help the Corrections Service monitor compliance and continue to make needed changes.

Aside from completing the Performance and Accountability Framework, work in Corrections will focus on correctional programming and case management. These and other activities continue to address the recommendations from the OAG report and support the 18<sup>th</sup> Assembly priorities:

#### **Priority - Community Wellness and Safety**

*4.1.2 Taking into account mental health and addictions, we will look at innovative ways to prevent and reduce crime such as integrated case management, wellness court, domestic violence treatment*



## Department of Justice 2016-17 Business Plan

*options court and culturally appropriate correctional programs.*

**Corrections Programming** – The Department’s primary role is to provide for the safe and secure custody of both adults and youth, and to ensure that the time inmates spend in custody promotes successful reintegration back into their communities. The Department recognizes the importance of delivering culturally appropriate programs that meet the needs of inmates and offenders in the NWT. Programs help inmates to develop the necessary skills, strategies and supports to equip them to better respond to situations. In this way, programs help to reduce the risk inmates present to themselves and others. The Department of Justice recognizes that to make a difference, programming in correctional facilities must be designed to address offender needs including the root causes that lead an individual to crime. Programming must also be delivered in a way that recognizes the importance of culture and the short time that most territorial inmates are incarcerated.

According to the most recent offender profile from 2014-15 (updated annually):

- 87% of all adults in custody and 98% of youth are Aboriginal;
- 108 days in custody is the average length of stay for adult male offenders and 33 days for adult females;
- 97% of offenders assessed as high risk to re-offend have substance abuse issues; and,
- other issues amongst adult offenders include:
  - 50% of those assessed appear to have anger management issues;
  - 70% of sentenced offenders had been convicted of a violent offence;
  - 20% of those assessed directed their assaults at family members; and,
  - 18% of all sentenced offenders admitted to custody had been convicted of a sexual offence.

A recent review of programs delivered in NWT correctional facilities recommends taking a strategic approach, promoting cultural relevancy and developing basic life and employment skills. In 2016-17 the Department of Justice will continue to research, redesign and roll out programs that better address the large percentage of Aboriginal offenders, prevalent issues requiring intervention and recognizing the average length of stay in custody. Programming in the areas of substance abuse, sexual offending and family violence will be the main focus of this work. The Department will continue to improve the link between programs delivered to inmates in custody, and community based programs involving Probation Services, Community Justice and other departments and agencies such as Health and Social Services.

In order to get some idea of re-incarceration rates in the NWT, the Department of Justice has been tracking offender return to custody. Looking at data from April 1, 2007 to March 31, 2015, 37.5% of male offenders and 26.25% of female offenders returned to custody within five years of their release date. Year to year, there was little variation in the re-incarceration rate for males, while the rate for females varied between 24% and 30%. It is expected that re-incarceration rates for men and women should decrease due to improvements in programming, and use of specialized courts and ICM.



## Department of Justice 2016-17 Business Plan

**Mental Health Support** – In addition to substance abuse issues many offenders are also contending with mental health issues and the trauma, often intergenerational, associated with the legacy of residential schools.

Psychologists are on staff at the North Slave Correctional Centre (NSCC), North Slave Young Offenders Facility (NSYOF) and the South Mackenzie Correctional Centre (SMCC), providing psychological services to inmates. At the Fort Smith Correctional Complex (FSCC), on call psychological services are available. Corrections psychological services are also made available to probation services on an as needed basis. Along with facility psychologists, Corrections staff are also trained in Mental Health First Aid and there are traditional and addictions counselors on staff. All facilities provide drug and alcohol programming. In 2016-17, the Department of Justice will continue to work with HSS on the continuity of addictions and mental health services for offenders, including ongoing evaluation and integration of traditional approaches to addictions programming.

**Wilderness Programming** – The Department of Justice recognizes the importance and potential benefits of land-based programming and is committed to seeing the best possible outcome for those involved in delivering these programs as well as those participating. By working with community partners, Elders and frontline Corrections staff, the Department has made significant progress building programming that is broader in scope and includes the flexibility required to be successful.

The Department has developed a two-part approach to wilderness programming that will provide flexibility, support the rehabilitation of offenders, and benefit community partners and the public. The approach includes a facility-based land program and a community-based reintegration/transition program. These programs build on the positive steps an inmate takes while in a correctional facility.

In 2015-16, the Corrections Service worked with community Elders to deliver On The Land programming that includes traditional knowledge and life skills. Three programs were completed through this approach. In 2016-17, the Department will continue this approach to wilderness programming and will collect data in order to assess the outcomes and make changes to the programs as needed.

**Offender Case Management** – Department of Justice programs are in place to ensure that inmates have the ability to maintain contact with their families and community throughout the incarceration period. This process begins with an individual case management plan that is put in place for all inmates in custody, allowing for continued contact with the community.

As part of the case management plans, case managers gather information from key supports including family members, community leadership, probation services, RCMP and Community Justice Committees. The case manager shares this information with the inmate and together they develop the case management plan to support the inmate's rehabilitation and reintegration.

When the time comes for the individual to return to the community, the chances of a successful reintegration are greatly improved when the inmate is aware of the support the community has provided during the incarceration period, and the community is aware of the work the inmate did to address issues while incarcerated.



## Department of Justice 2016-17 Business Plan

In 2016-17, the Department of Justice will work to enhance partnerships with communities to support a proactive case management approach that ensures the critical connection between an inmate and the community is maintained.

**New Territorial Correctional Centre for Women** – The current women’s facility in Fort Smith has reached the end of its lifespan and construction of a replacement is scheduled to begin in 2016-17, with a scheduled opening in the summer of 2018.

The design of the facility reflects the current and future needs of adult female inmates in the NWT. Construction in Fort Smith will enable the Department to maintain experienced staff and build on community support for the facility and its programs. It is important to ensure a facility for women is built so offenders can continue to serve their sentences in the NWT.

**Corrections Act** – The Department of Justice is reviewing the *Corrections Act* and will be putting forward a proposal for changes to the Act in 2016-17 to address the following:

- Support for current practices and approaches by community corrections (probation services) and facilities for the reintegration of offenders;
- Support for culturally appropriate programming and an environment that is responsive to offenders’ needs for risk reduction and rehabilitation;
- Improved provisions for governance, accountability and compliance on behalf of government in order to maintain public confidence in the correctional system;
- A clear delineation of responsibilities and authorities for correctional staff;
- Modern models for use of force and search and seizure consistent with current legislation and case law developments; and,
- Updated language to bring the Act into line with evolving approaches in other provinces and territories.

**Training and Development** – In 2015-16, in response to the recommendations in the OAG’s report, the Department implemented an electronic tracking system for Corrections training. In 2016-17, further work will be completed on succession planning, training and development for Corrections staff. Effective training and development approaches will enhance Corrections ability to implement programs and create a strong organizational culture that supports the rehabilitation of inmates while ensuring staff, inmate and public safety.

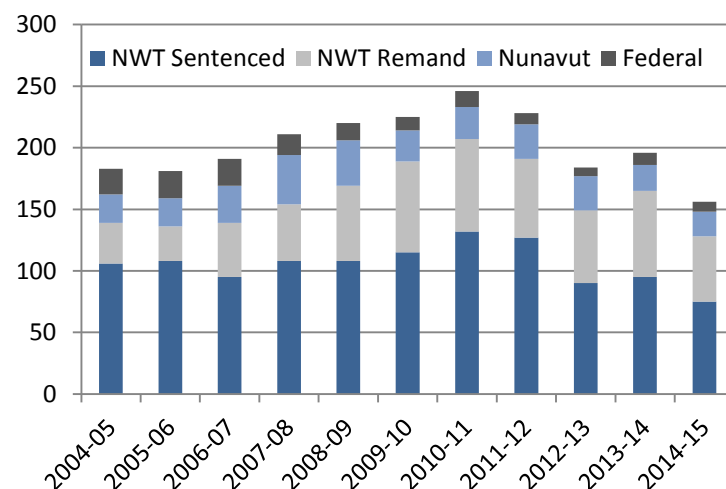


## Department of Justice 2016-17 Business Plan

### PERFORMANCE MEASURES

The measures in Figures 5 and 6 are indicative of the workload for facility and community corrections. Over time, reductions in numbers may reflect progress on Goal 1: *Crime reduction activities are more integrated and focused on social factors.*

**Figure 5 - Average Count of Adult Offenders in NWT Corrections Facilities, By Type**



Source: Corrections Service

#### What does it measure?

This figure shows us the average number of sentenced offenders and accused (on remand) in custody in NWT correctional facilities each day. The total capacity of the correctional facilities is 248.

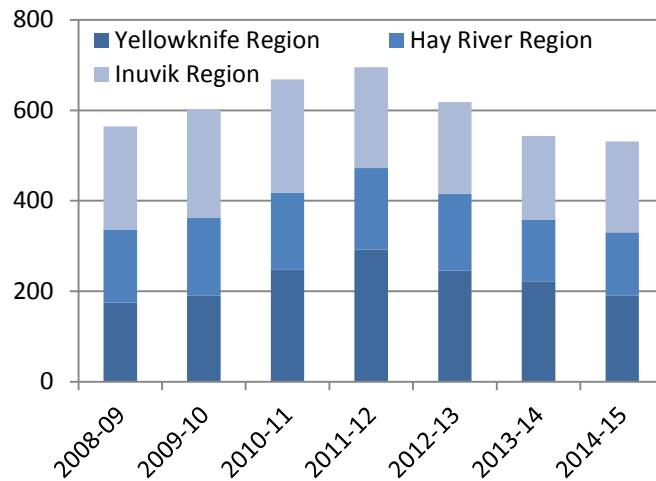
#### What does it tell us?

This measure shows the average number of offenders in NWT correctional facilities. The number of NWT sentenced offenders continued a downward trend in 2014-15. The majority of offenders in facilities are NWT sentenced or NWT remand. Declines in the number of offenders may be linked to crime reductions measures such as diversion, specialized courts, or ICM.



## Department of Justice 2016-17 Business Plan

**Figure 6 - Average Count of Adult Offenders Under Community Supervision, By Region**



Source: Corrections Service

### What does it measure?

This figure shows the average number of offenders supervised by Probation Services per year by region.

### What does it tell us?

This measure is an indication of the workload of Probation Services for each region. The average number of adult offenders on probation has been declining since reaching a high point in 2011-12. The decrease between 2013-14 and 2014-15 was mainly driven by a decrease in the average count of offenders on probation in the Yellowknife region.





## Department of Justice 2016-17 Business Plan

### Key Activity 3 – Court Services

#### DESCRIPTION

The NWT has four levels of court which collectively represent the judicial branch of government: Court of Appeal, Supreme Court, Territorial Court and Justice of the Peace Court. 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 through the Office of the Clerk of the Court, the Sheriff's Office and the Court Reporter's Office. 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.

#### GOALS

This Key Activity responds to the following Department of Justice Strategic Direction and goals as outlined in the Department's Strategic Plan:

#### **Strategic Direction: Improve the Justice System's Approach to Crime Reduction**

##### **Goal 1: Crime reduction activities are more integrated and focused on social factors**

There are complicated and interwoven socio-economic factors at work for people who are at risk of committing crimes, for those who are already offenders, and for those who have been through the justice system and are looking for a fresh start. We must create a unified, interdisciplinary response to the social determinants of crime that integrates education, awareness, crime prevention, reduction and enforcement.

#### **Strategic Direction: Improve Access to Justice**

##### **Goal 3: Residents have access to information and to programs and services delivered cost-effectively and responsively**

Needs across the NWT vary greatly, and the approaches that are effective, efficient and sustainable in one community may not be transferable to another. This goal speaks to the Department's intention to improve access to justice by providing affordable services in different ways in different locations.

##### **Goal 4: Families at risk are more fully supported**

The Department will be more responsive to families at risk, in crisis and in transition, by providing a full range of supports and services that reach beyond the existing civil and family law system, yet are affordable and sustainable.

#### DEPARTMENTAL HIGHLIGHTS

The Department of Justice continues to work to improve access to justice for residents of the NWT, and to pursue innovative approaches to crime reduction. The Court Services Division is supporting such work through initiatives that include: development of electronic forms and options for court filing, use of video technology, expansion of services and programs to communities, and the development and implementation of specialized courts.



## Department of Justice 2016-17 Business Plan

Work in this Key Activity supports the 18<sup>th</sup> Assembly priorities:

### Priority - Community Wellness and Safety

*4.1.2 Taking into account mental health and addictions, we will look at innovative ways to prevent and reduce crime such as integrated case management, **wellness court, domestic violence treatment options court** and culturally appropriate correctional programs.*

*4.4.2 We will strengthen initiatives and partnerships to prevent and reduce family violence by: Examining the feasibility of expanding the Domestic Violence Treatment Options Court beyond Yellowknife and Hay River.*

**Specialized Courts** – Specialized Courts aimed at addressing domestic violence and supporting wellness in the NWT include the Domestic Violence Treatment Options (DVTO) Court, and the Wellness Court. In order to participate in these specialized courts, offenders must accept responsibility for their offence and plead guilty. Their sentencing will then be delayed while they participate in specialized court programs aimed at addressing their behaviour. Their participation is considered by the judge, and depending on the outcomes, they may receive a reduced sentence.

- The **DVTO Court** is an initiative advanced by the Territorial Court, with support from the Department of Justice, the NWT Regional Office of PPSC, the Defence Bar and the RCMP. Domestic violence treatment options courts are one approach to addressing high rates of domestic violence, as they encourage participation in programming aimed at the perpetrator of the violence. As of March 1, 2016, a total of 52 participants (43 males, 9 females) have successfully completed the program. A further seven participants have completed a modified version of the program<sup>3</sup>.
- DVTO Court is currently offered in two locations: Yellowknife, which includes individuals from Behchokò; and Hay River, which includes individuals from K'at'l'odeeche and Enterprise. Individuals have attended from other communities as well, e.g. Fort Providence. In 2015-16, the program was expanded from Yellowknife to Hay River. Any decision to further expand DVTO Court would ultimately be made by the judiciary of the Territorial Court, and would need to take into consideration the availability of other supports and programming in any location being considered. In 2016-17, the Department will explore the feasibility of further expanding DVTO Court to other communities, such as Fort Smith.
- The **Wellness Court** is an alternative to conventional court that focuses on the offender rather than the offence. The court and the supporting program provide intensive supervision and targeted programming for chronic offenders who have mental health issues, addictions or cognitive challenges that contribute to their criminal behaviour. A wellness plan is developed for each offender which outlines programming and goals they are expected to complete. When they complete their wellness plan the offender returns to court for sentencing.
- The first sitting of the Wellness Court occurred on October 2, 2014 and it continues to sit every second Thursday. The Department continues to make refinements to the policy and

---

<sup>3</sup> A modified program could include a condensed program that has longer but fewer sessions, or adjustments that support attendance and completion.





## Department of Justice 2016-17 Business Plan

program framework and to foster partnerships and protocols with the judiciary, RCMP, Legal Aid Commission and PPSC, as well as other GNWT Departments and community stakeholders. As of March 24, 2016, a total of 49 individuals had been referred to Wellness Court and two clients had successfully completed their wellness plan.

- In 2016-17, the Department intends to increase the provision of in-house supports and programming, such as additional counseling services and anger management.

### **Priority - Community Wellness and Safety**

*4.3.2 We will explore options for expanding beyond Yellowknife, the Mediation and Parenting After Separation Program.*

**Family Law Programs** – The Department offers mediation services and parenting workshops to support families experiencing separation or divorce.

- The **Family Law Mediation Program** contracts family law mediators to provide mediation services free of charge to parents involved in legal disputes relating to custody, access and financial support. Individuals from any community may contact the toll free mediation line to get information about the program and on how to enroll. Mediation services are often provided in person in Yellowknife, but can also be offered by way of teleconference. This allows individuals residing in communities that are remote and that may not have resident lawyers or mediators to access the services.
- In 2015-16, a Policy and Procedures manual was developed to provide greater consistency in the delivery of the program, and “Frequently Asked Questions” were developed and posted online that address some of the most common inquiries received by the program. In 2016-17, the Department will continue to promote and monitor delivery of the program in Yellowknife and in other communities.
- **Parenting After Separation** is a free half-day workshop, that focuses on building greater awareness in parents of the challenges they can expect, and the healthy responses they can provide when making parenting decisions after a separation or divorce. As of May 2015, the program expanded to include sessions in Behchokò and Hay River, with a further expansion to Fort Smith, Inuvik and Norman Wells in October 2015. The workshop is offered bi-monthly in Yellowknife, and approximately three times per year in communities outside of Yellowknife. Sessions will be offered remotely with the exception of Yellowknife and Behchokò, where the workshop will continue to be offered in person.
- In 2016-17, the Parenting After Separation workshop manual will be revised and printed. The Department will monitor delivery of the workshop to communities outside of Yellowknife, and assess whether further expansion is appropriate and feasible at this time. The Department will continue to promote the program in Yellowknife and in other communities.

The following are highlights for other activities in 2016-17:

**Improve Access to Court Services** – The Department continues to explore ways to improve access to court services provided to the public, the judiciary and the bar; including the use of electronic forms, enhancing the NWT Courts website and the information contained within it, and scanning



## Department of Justice 2016-17 Business Plan

and maintaining court files electronically. Depending on the results of a feasibility analysis to be completed in 2016-17, court documents may eventually be filed electronically. This would increase access by allowing filing of court documents from different locations, and would not be constrained by the operating hours of the court registry.

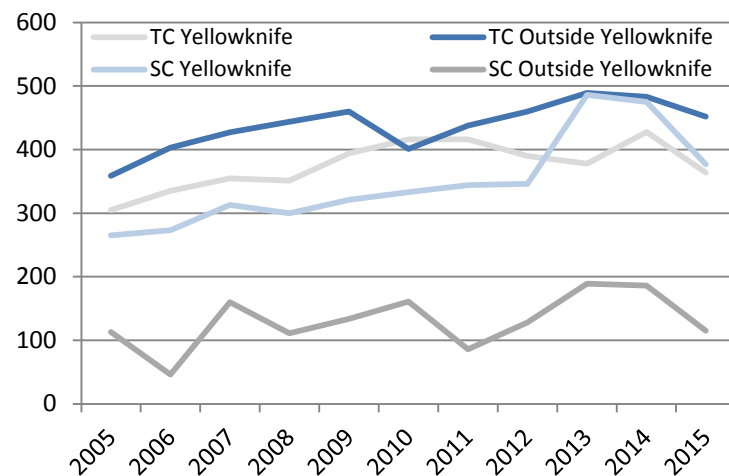
In collaboration with the RCMP, the Department has tested the use of video technology for first appearances on criminal matters in Tuktoyaktuk. Using video conferencing means that individuals do not need to be transported in order to participate for their first appearance, which is often quite brief. In 2016-17, the Department will expand the use of video for first appearances to other communities with RCMP detachments.

In 2015-16, the Department developed a payment system that will allow residents to pay outstanding court ordered fines online. In 2016-17, the system will be implemented and monitored.

### PERFORMANCE MEASURES

The measures in Figures 7, 8 and 9 show progress on Goal 3: *Residents have access to information and to programs and services delivered cost-effectively and responsively.*

**Figure 7 – Number of Scheduled Sitting Days, Territorial And Supreme Courts**



Source: Court Services

#### What does it measure?

This figure presents the number of scheduled sitting days for Territorial and Supreme Courts in and outside of Yellowknife from 2005 to 2015.

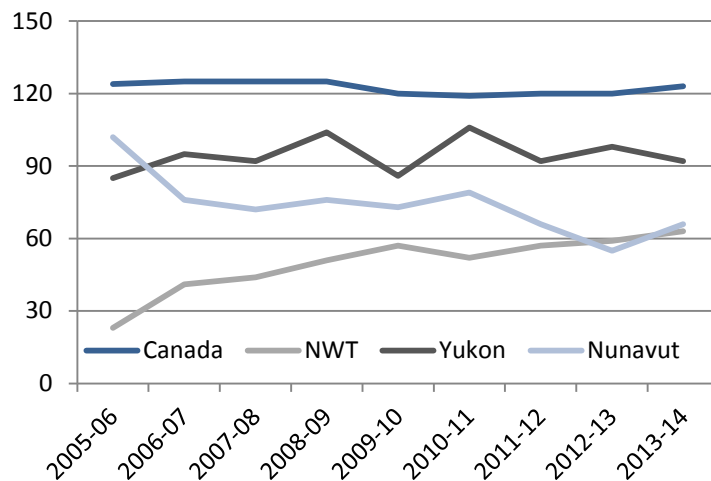
#### What does it tell us?

This is an indicator of access to justice for communities outside of Yellowknife. This measure shows that sittings of the Territorial Court have generally been expanding in communities outside of Yellowknife.



## Department of Justice 2016-17 Business Plan

**Figure 8 - Median Elapsed Time in Days, Adult Criminal Courts**



Source: Statistics Canada

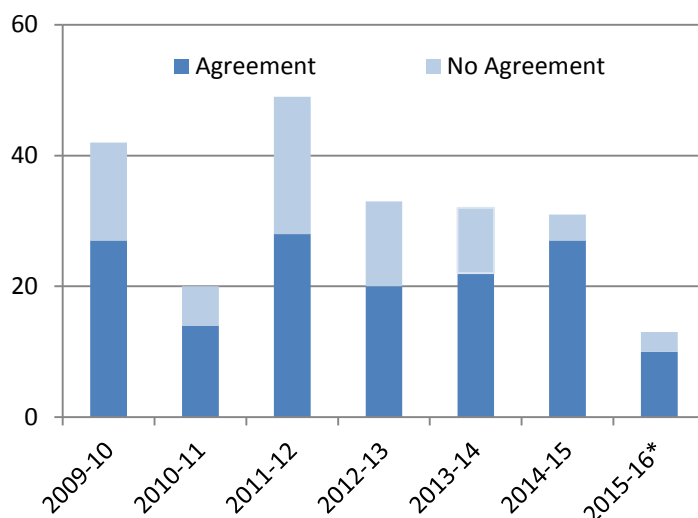
### What does it measure?

This figure presents the median length of time from a first appearance to a final decision in adult criminal courts in Canada, the NWT, Yukon and Nunavut.

### What does it tell us?

The median number of days elapsed between a first appearance and the final decision has remained relatively stable in the NWT since 2009-10. The NWT has one of the shortest times from first to last appearance in Canada. This is an indicator of access to justice in a timely manner.

**Figure 9 - Number of Mediations Initiated and Completed, with and without Agreements, Annually.**



\* Up until March 18, 2016  
Source: Court Services

### What does it measure?

This figure shows the number of mediations initiated and completed each year as well as the outcomes of those mediations where agreement was reached (full, partial, or draft agreement). This data does not include ongoing mediations.

### What does it tell us?

This figure shows that overall the program is successful in assisting parties to reach agreements outside of the formal court setting.



## Department of Justice 2016-17 Business Plan

### Key Activity 4 – Legal Aid Services

#### DESCRIPTION

The Legal Aid Commission (the Commission) is established under the *Legal Aid Act*, and is responsible for ensuring that all eligible persons in the NWT receive legal aid. The Commission provides legal services for legal aid outreach, 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 Aid Act* and the regulations under the *Act*. The Commission is also responsible for the court worker program, public legal education, and providing administrative supervision to the Office of the Children's Lawyer.

#### GOALS

This Key Activity responds to the following Department of Justice Strategic Direction and goals as outlined in the Department's Strategic Plan:

#### **Strategic Direction: Improve Access to Justice**

#### **Goal 3: Residents have access to information and to programs and services delivered cost-effectively and responsively**

Needs across the NWT vary greatly, and the approaches that are effective, efficient and sustainable in one community may not be transferable to another. This goal speaks to the Department's intention to improve access to justice by providing affordable services in different ways in different locations.

#### **Goal 4: Families at risk are more fully supported**

The Department will be more responsive to families at risk, in crisis and in transition by providing a full range of supports and services that reach beyond the existing civil and family law system, yet are affordable and sustainable.

#### DEPARTMENTAL HIGHLIGHTS

The NWT enjoys some of the broadest Legal Aid coverage in Canada, and the work of the Legal Aid Commission greatly contributes to the Department's goal of fostering greater access to justice for residents. Courts across Canada and in the NWT have been seeing substantial increases in the number of people who are self-represented, or are otherwise appearing without legal representation in civil or family court. There is a growing body of evidence that self-represented litigants face significant barriers that impede equitable access to justice. Those who come to these courts are often experiencing their first interaction with the justice system, and must confront difficulties resulting either from a lack of understanding of potential remedies or from the court processes themselves. The Legal Aid Commission has been able to restructure its existing resources to address these issues through the planned expansion of the Legal Aid Outreach Program.

Work in this activity area supports the 18<sup>th</sup> Assembly priorities:

#### **Priority: Community Wellness and Safety**

*4.4.3 We will seek to improve access to justice in the NWT by expanding community legal outreach programs, making family law duty counsel services available to assist self-represented family members on first appearance in family court; and expanding public education on programs and services so that people know what is out there and how to access it.*



## Department of Justice 2016-17 Business Plan

**Legal Aid Outreach** – The clinic lawyer providing outreach services helps residents with issues related to housing, landlord and tenant disputes, Canada Pension Plan (including disability issues), employment insurance, workers’ compensation, debt protection, wills, mental health and guardianship applications, child protection and elder abuse. The Outreach lawyer also provides information and public legal education.

Outreach services are provided by a staff family lawyer who conducts a weekly half day clinic in Yellowknife and arranges visits to provide clinics in NWT communities. The arrangements for such trips have been variable: some have been solely funded through the Legal Aid budget; others have been supported financially by local governmental organizations and the Law Foundation of the NWT. Outreach activities, regardless of location, have been well attended and well utilized.

In 2016-17, the Department intends to expand Legal Aid Outreach services including enhanced operating hours for the “walk-in” clinic, increased community visits for the Outreach lawyer, and the provision of “duty counsel services” for a first appearance in family law matters in Territorial and Supreme Courts without requiring participants to apply and qualify for legal aid.

The following are other highlights for Legal Aid Services in 2016-17:

**Legal Aid Act** – The new *Legal Aid Act* and *Legal Aid Regulations* came into force in December 2014, and provide a modernized governance and operational structure for the Legal Aid Commission. Specific changes included specifying the powers and composition of the Commission, changing the choice of counsel and resident counsel provisions, updating the list of services provided, and removing references to regional committees.

In 2016-17, the Commission will complete a review of its policies and guidelines to ensure the NWT Legal Aid regime is fully up to date and consistent with the changes brought into place with the new Act.

**Office of the Children’s Lawyer** – The Children’s Lawyer represents the interests of children, and provides a voice for children in child protection and custody cases. The Office also works to enhance civil legal services available for children in the NWT, through the training and education of legal counsel. The Office of the Children’s Lawyer was established in October 2011, and at that time consisted of a staff lawyer who reported to the Public Trustee, and three panel lawyers who provide service on a tariff (“fee for service”) basis.

In 2016-17, the Office will change its reporting structure from the Public Trustee to the Legal Aid Commission. This will allow enhanced opportunities to work collaboratively and with a focus on children’s best interests in family law matters.

**Public Legal Education** – In 2015-16, the Access to Justice Committee of the Law Society of the Northwest Territories, with the assistance of the Department of Justice, conducted a review of public legal information in the NWT.

In 2016-17, the Department will work with the Legal Aid Office and the Access to Justice Committee to review the inventory that has been undertaken and consider the need for updated and new information. Based on this assessment, the Department of Justice and Legal Aid Services will determine which materials should be produced. During 2016-17, the Department also plans to make more public legal education materials available on its website.



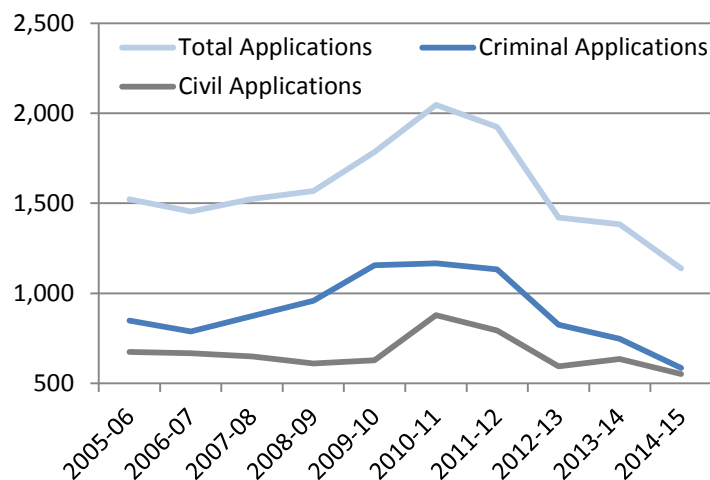


## Department of Justice 2016-17 Business Plan

### PERFORMANCE MEASURES

The measures in Figures 10, 11, and 12 are indicative of the workload of this key activity areas and the Department's response. These measures indicate progress on Goal 3: *Residents have access to information and to programs and services delivered cost-effectively and responsively*, and Goal 4: *Families at risk are more fully supported*.

**Figure 10 - Number of Legal Aid Applications Received**



Source: Legal Aid Commission

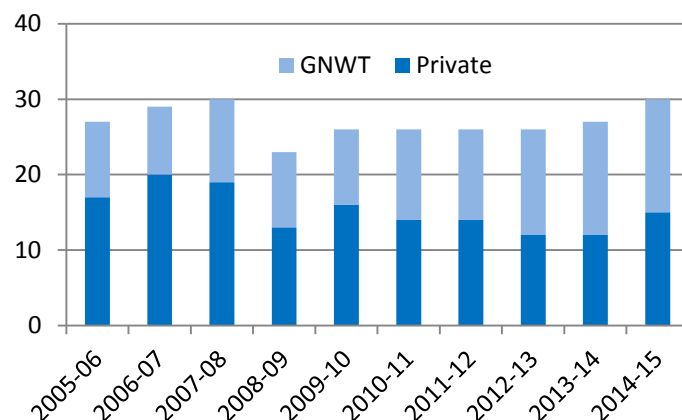
#### What does it measure?

This figure presents the number of applications for criminal and civil (mainly family) legal aid received in the NWT each year.

#### What does it tell us?

This measure is an indicator of the workload for the legal aid program. Since reaching a peak in 2010-11, the number of applications for both criminal and civil legal aid has been declining. This may be linked to an increase in services such as mediation and Legal Aid Outreach.

**Figure 11 - Number of Lawyers Providing Legal Aid Services**



Source: Legal Aid Commission

#### What does it measure?

This figure shows the number of lawyers providing legal aid services. Both staff lawyers employed by the Legal Aid Commission and lawyers who practice privately provide Legal Aid Services.

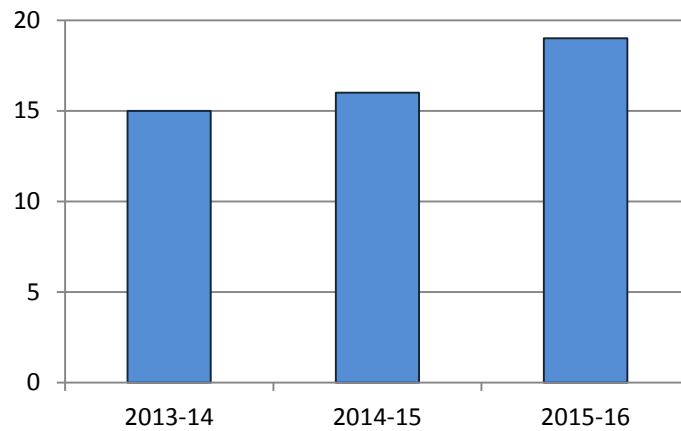
#### What does it tell us?

This indicator shows that access to legal aid lawyers has been maintained. It shows that the number of lawyers providing Legal Aid Services, which increased by three between 2013-14 and 2014-15.



## Department of Justice 2016-17 Business Plan

**Figure 12 – Number of Legal Aid Outreach Visits to Communities Outside Yellowknife**



Source: Legal Aid Commission

**What does it measure?**

This figure shows the number of visits the Legal Aid Commission's Outreach Clinic made to communities outside of Yellowknife per fiscal year.

**What does it tell us?**

This measure shows an increase in access to outreach services for NWT residents outside of Yellowknife. Yellowknife residents have access to Legal Aid Outreach clinics as well as resident lawyers.



## Department of Justice 2016-17 Business Plan

### Key Activity 5 – Office of the Regulator of Oil and Gas Operations

#### DESCRIPTION

**The Regulator of Oil and Gas Operations** (Regulator) regulates onshore oil and gas operations in the NWT, outside of federal areas and the Inuvialuit Settlement Region, for the primary purposes of ensuring safety, environmental protection and the conservation of oil and gas resources. The Office of the Regulator of Oil and Gas Operations (OROGO) was established to support the Regulator. OROGO's responsibilities include conducting reviews of applications, regulating seismic and drilling operations, facility (including pipeline and well) regulation, inspection and compliance verification, and emergency response and investigation.

#### GOALS

OROGO's goals are to:

- Carry out its legislated roles in as transparent and open a manner as possible within the limits of the legislation;
- Clarify and maintain beneficial working relationships with other regulators, other GNWT agencies and Aboriginal governments; and
- Educate stakeholders regarding the role of the Regulator, the *Oil and Gas Operations Act* (OGOA) and the *Petroleum Resources Act* (PRA).

#### DEPARTMENTAL HIGHLIGHTS

OROGO was created on April 1, 2014 as a result of devolution to support the Regulator of Oil and Gas Operations in the NWT. On February 22, 2016 the Minister of Justice, the Honourable Louis Sebert, was appointed Regulator.

OROGO operates at arms-length from the GNWT in decision-making and policy development. All decision-making powers that can be delegated by the Regulator under OGOA have been delegated to the Chief Conservation Officer, including decision-making on applications for Operations Authorizations and Well Approvals. OROGO reports administratively through the Department of Justice.

The following are highlights for OROGO in 2016-17:

**Working in partnership with communities** - In 2016-17, OROGO will continue to collaborate with NWT communities and governments on the inspection of historic oil and gas wells within its jurisdiction with the development of a program aimed at identifying concerns relating to historic oil and gas infrastructure. The program will see OROGO engaging communities in the process of identifying and scheduling historic wells for inspection, completing the inspections, and addressing any issues that emerge from the inspection reports.

**Working with other regulators** - OROGO will continue working with its partners in 2016-17 to ensure responsible stewardship of resources through the integrated land and resource management regime. It will do this in part by maintaining and enhancing its working relationships with other regulators, government departments and agencies and by taking advantage of opportunities for mutual support.





## Department of Justice 2016-17 Business Plan

**Providing regulatory guidance** - In 2016-17, OROGO intends to explore the increased use of regulatory guidance issued under OGOA as a way to lend greater certainty and clarity to decision-making processes.

**Increasing openness and transparency** - In 2016-17, OROGO anticipates developing a new website with an enhanced public registry function and improving and broadening the opportunity for operators to consent to sharing information about their activities. OROGO will also continue its practice of publishing an annual report on its yearly activities as a way of enhancing its accountability to the NWT public.

**Transferring pre-devolution records** - In 2016-17, OROGO will continue the process of transferring pre-devolution regulatory records from the National Energy Board and exploring ways of making them more easily accessible to users, which began in 2014-15. These records were not subject to the devolution process, but represent an important resource to the people of the NWT and other users.

### PERFORMANCE MEASURES

OROGO began collecting data on a set of measures beginning in 2015-16. Data for that fiscal year is presented below in a narrative form. In coming business planning cycles, OROGO will continue to include these measures to report on trends and progress in a graphic form.

The new measures described below indicate progress primarily on Goal 1: *Carry out its legislated roles in as transparent and open a manner as possible within the limits of the legislation.*

#### Percentage of Well Approval Applications Processed on Time

In 2015-16, OROGO processed 100% of well approval applications received within the published timeframes.

#### What does it measure?

This shows how often OROGO processes applications within the established timeframe.

#### What does it tell us?

OROGO processed 100% of well approval applications received within the published timeframes, exceeding its target of 80%.

#### Percentage of Scheduled Inspections Completed

Nine inspections were scheduled in 2015-16, and eight (88%) were completed as scheduled. The inspection that was not completed as scheduled was cancelled due to weather conditions that affected the inspection team's travel.

#### What does it measure?

This shows how often OROGO completed scheduled inspections.

#### What does it tell us?

OROGO completed the majority of inspections scheduled in 2015-16, falling just short of its target of 90%.



## Department of Justice 2016-17 Business Plan

### **Timeliness of Responses to Public Information Requests**

In 2015-16, OROGO received 86 public inquiries. Of these, 95% received a preliminary response within one business day.

### **What does it measure?**

This shows how often information requests to OROGO receive a preliminary response within one business day.

### **What does it tell us?**

The majority of public requests for information are followed-up with a preliminary response by OROGO within one business day. In 2015-16, OROGO exceeded its target of 90%.



## Department of Justice 2016-17 Business Plan

### Key Activity 6 – Policing Services

#### DESCRIPTION

The RCMP provides policing services for NWT communities through an agreement between the GNWT and the Government of Canada. An agreement exists with Public Safety Canada to cost-share DNA testing and analysis and to support Aboriginal policing positions.

#### GOALS

This Key Activity responds to the Department of Justice Strategic Direction and goals as outlined in the Department's Strategic Plan:

#### **Strategic Direction: Improve the Justice System's Approach to Crime Reduction**

##### **Goal 1: Crime reduction activities are more integrated and focused on social factors**

This goal speaks to the need to find better ways to address the needs of people at risk of committing crimes or who have been through the justice system and looking for a fresh start, in ways that respect victims. A new approach to making communities safer involves a unified, interdisciplinary response to the social determinants of crime, one that consists of education, awareness, crime prevention, reduction and enforcement.

##### **Goal 2: Communities have a stronger role in the justice system**

Residents in NWT communities have a unique combination of language, identity and approaches in addressing social issues, including safety and crime prevention. This goal speaks to the fact that there isn't a one-size-fits-all solution. Rather, by working in partnership with communities, building on local knowledge and skills, and recognizing the specificity of community needs, the Department with our partners can make the most of scarce resources, with a focus on results.

#### DEPARTMENTAL HIGHLIGHTS

In 2012-13, the Government of the NWT signed the 20-Year Territorial Police Services Agreement (TPSA 2012-2032). Under this Agreement the RCMP provide and maintain Territorial Police Services within the NWT where their members *"Preserve the peace, protect life and property, prevent crime and offences against the laws of Canada and the laws in force in the Northwest Territories..."*<sup>4</sup>

The agreement provides mechanisms to address key areas that affect the cost and quality of the police services provided, ensuring the RCMP are accountable – not only operationally, but financially as well – and that there are proper governance structures in place. The RCMP in the NWT ("G Division") and the Department of Justice are collaborating on key areas such as cost containment, governance, as well as operational and financial accountability, and infrastructure planning.

In 2016-17, the Department of Justice will participate, along with other provinces and territories, in the first five year review of the new police services agreements. The intent of the reviews is to identify substantive issues that may have arisen at five year increments throughout the 20 year agreement, with the possibility of making changes to the agreement.

<sup>4</sup>From the NWT Territorial Police Service Agreement, April 1, 2012 - Article 2.0 Purpose and Scope



## Department of Justice 2016-17 Business Plan

Under the Territorial Police Services Agreement the Minister of Justice for the NWT establishes yearly priorities for the RCMP.

**NWT Policing Priorities** - Under the Territorial Police Services Agreement, annual policing priorities are established by the Minister of Justice and provided to RCMP “G” Division. In 2015-16, the Department continued to work with communities and the RCMP to advance the following priorities, and promote public trust and confidence in policing services;

- Identify policing priorities with every community;
- Develop policing plans based on community priorities;
- Target resources to plans; and,
- Evaluation of policing plans.

Work on the Policing Priorities supports the 18<sup>th</sup> Assembly priorities related to *Community Wellness and Safety*, and Governance:

### **Priority - Community Wellness and Safety**

*4.4.2 We will support the RCMP and communities in their efforts to strengthen partnerships to prevent and respond to violence by supporting the development of policing action plans in each community in accordance with each community’s priorities.*

*4.5.1 We will support the RCMP and communities in their efforts to develop policing action plans in each community that reflect local priorities, including issues relating to youth.*

### **Priority - Governance**

*5.4.1 We will support the RCMP and communities in their efforts to strengthen partnerships to prevent and respond to violence by supporting the development of policing action plans in each community in accordance with each community’s priorities.*

**Community Policing Plans** - There are 21 RCMP detachments in the NWT. Members of the RCMP provide regular services to their home community and through regular patrols to adjacent communities without detachments. The RCMP territorial Operations and Communications Centre provides backup and support to all detachments and communities 24 hours a day, 7 days a week.

The NWT has more police officers per capita (police strength rate) than any other province or territory in Canada. In 2014 the rate was 440 per 100,000 population, which represented a total of 192 police officers. The police strength rate saw an increase of 11.5% between 2004 and 2014.

In 2015-16, all 33 communities in the NWT identified local policing priorities and worked with the RCMP to develop policing plans. These plans consider local needs, resources available and collaborative strategies to address these priority community safety issues. Actions taken to respond to local plans are reported monthly by the RCMP through the “mayor’s reports”. Working together on policing plans enhances communications between communities and the RCMP, and increases interest in achieving local goals.

In 2016-17, the Department and the RCMP will work together to evaluate the implementation of policing plans and analyze trends, including trends relating to youth. This information will be shared with communities and will help to refine this planning process and identify common trends that may benefit from a more territorial approach.



## Department of Justice 2016-17 Business Plan

In 2016-17, the Department will also continue to work on the following:

**Diversions** - Community Justice Committees may accept diverted youth and/or adult cases from the RCMP and Crown. Rather than going through the formal court system, 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. In 2016-17, the Department will continue to work with the RCMP, PPSC and Community Justice Committees to support the use of diversion. (For more details on Diversions see Activity 1, Community Justice and Policing).

***Gunshot and Stab Wound Mandatory Disclosure Act*** - The *Gunshot and Stab Wound Mandatory Disclosure Act* came into force on August 15, 2014. This legislation requires health facilities and ambulance services to report to the RCMP when an injured person seeks treatment for a gunshot wound or stab wound. This does not include a stab wound that is reasonably believed to have been self-inflicted or unintentionally inflicted. Only minimal personal information, including the injured person's name, the nature of the wound, and the location of the health facility or location attended to treat the individual is disclosed.

The Department of Justice worked with the Department of Health and Social Services and the RCMP to implement the Act. The legislation serves as a means to reduce violence, injury and death caused by gunshot and stab wounds. It provides the RCMP with the prompt information they need to ensure public safety. According to the RCMP, between August 15, 2014 and December 31, 2015, the Act was used on 11 occasions to provide information in support of community safety. In 2016-17, the Department will continue to monitor the use of the legislation.



## Department of Justice 2016-17 Business Plan

### PERFORMANCE MEASURES

The Law Enforcement activities described in this section and the measures in Chart 1 support Goal 1: *Crime reduction activities are more integrated and focused on social factors*, and Goal 2: *Communities have a stronger role in the justice system*

**Chart 1 – Number of Patrols and Calls for Services to Communities Without RCMP Detachments in 2015**

**What does it measure?**

**What does it tell us?**

Community	Calls for Service	Patrols
Colville Lake	37	14
Detah	125	504
Enterprise	67	144
Gameti*	112	38
Jean Marie River	32	19
K'atl'odeeche	291	360
Kakisa	5	23
Nahanni Butte	28	11
Ndilò	409	1,764
Trout Lake	7	6
Tsiigehtchic	8	8
Wekweèì	10	11
Wrigley*	76	24

This chart shows the number of patrols made into communities without permanent RCMP detachments and the number of calls for service received from that community.

This measure is an indicator of the RCMP's responsiveness to communities without detachments.

\* Gameti and Wrigley have part-time detachments where RCMP members plan to be in the community three out of eight days.

Source: RCMP "G" Division





## Department of Justice 2016-17 Business Plan

### Key Activity 7 – Services to Government

#### DESCRIPTION

**Services to Government** includes the corporate management activities of the Directorate, Policy and Planning, Corporate Services and Informatics Divisions. 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 legislative drafters in Legislation Division, and legal translators prepare French versions of these instruments. The GNWT Access and Privacy Office (within the Policy and Planning Division) provides advice and information to GNWT public bodies on the *Access to Information and Protection of Privacy (ATIPP) Act*.

#### GOALS

This Key Activity responds to corporate elements of the Department of Justice Strategic Direction and goals as outlined in the Department's Strategic Plan:

#### **Strategic Direction: Build and Maintain a Strong Foundation**

##### **Goal 5: The Department is better equipped to provide core programs and services**

The Department will focus its energy on stabilizing and strengthening its internal capacity by ensuring there are sufficient financial, human and technology resources to provide core programs and services.

##### **Goal 6: The justice system is continually adapting**

The Department of Justice operates in a complex and unique environment that is often driven by factors outside its control. In such an environment, the resilient organizations are those that continuously scan their environment for changes, regularly monitor progress toward their goals, and use what they learn to adjust their strategy.

#### DEPARTMENTAL HIGHLIGHTS

The Department's 10-year Strategic Plan was tabled in the Legislative Assembly in June 2012. This plan sets the long-term strategic direction for the Department of Justice:

- Improve the Justice System's Approach to Crime Reduction
- Improve Access to Justice
- Build and Maintain a Strong Foundation

In 2015-16, minor changes were made to the plan to reflect changes in our operating environment and to refine the goals to more closely reflect the direction of the Department and the 18<sup>th</sup> Assembly. These changes are reflected in this business plan and the activities that support the plan. The Department will continue to monitor our progress on the Strategic Plan goals during 2016-17.

The 'Services to Government' Key Activity includes support to the GNWT provided by Legal and Legislation Divisions as well as the GNWT Access and Privacy Office (Policy and Planning Division). In 2016-17, Legal and Legislation Divisions will continue to support and advise GNWT departments related to the priorities of the 18<sup>th</sup> Assembly including devolution, land and resource development, land claims and self-government negotiations.



## Department of Justice 2016-17 Business Plan

In 2016-17, the GNWT Access and Privacy Office (Policy and Planning Division) will also lead work to respond to the following 18<sup>th</sup> Assembly priorities:

### Priority - Governance

5.3.1. *We will improve access to Information and protection of privacy by:*

- *Developing and proposing amendments to the Access to Information and Protection of Privacy Act (ATIPP Act).*
- *Creating a privacy framework and management programs for the GNWT so that privacy protections in the ATIPP Act are administered consistently and fairly.*
- *Ensuring online training is available on access to information and protection of privacy requirements for GNWT employees and employees of territorial public bodies.*

**The Access to Information and Protection of Privacy Act**, or ATIPP Act, reflects the Government's commitment to providing open, accessible and accountable government to the people of the NWT.

- **A comprehensive review** of the ATIPP Act is currently being undertaken by the Department of Justice. In October 2015, the Department sent a consultation paper to GNWT departments, public bodies, and the Information and Privacy Commissioner requesting opinions on a number of issues with the Act, including recommendations for legislative changes previously brought forward by the former Standing Committee on Government Operations.
- In the spring of 2016-17, the Department began public consultations on the Act and expects to bring forward proposed amendments to the Act in the fall.
- **GNWT Privacy Framework** – Justice is working with other GNWT Departments to develop and implement a privacy framework. This framework will pull together many current practices, resources and policies, and build on existing work. The framework is intended to establish a consistent approach to privacy management in the GNWT.
- In 2016-17, Justice will finalize the framework, develop training, and work with GNWT departments to implement the framework across the government.
- **Online Training for GNWT and Public Bodies** – The Department of Justice currently offers a general introduction to the ATIPP Act for employees from GNWT departments and public bodies. While the instructor led training has been well received and will continue to be offered, the Department has developed a series of online access and privacy training modules that will be more accessible to all departments and public bodies. Upon completion of the course, employees have a better understanding of the legislation, the obligations of employees in relation to protection of privacy, the rights of individuals to access records, along with simple steps employees can take to protect the records and information they handle.
- The Department of Justice plans to launch the new on-line training early in 2016-17.

### Priority - Governance

5.3.11. *We will develop legislation within two years to establish an independent parliamentary office of the ombudsman.*





## Department of Justice 2016-17 Business Plan

In 2016-17 the Department of Justice will work with the Department of Executive to explore options for the creation of an office of the ombudsman.

In 2016-17, the Department's Policy and Planning, Informatics and Corporate Services Divisions will also work on the following:

**Federal Legislation and Initiatives** – Justice will monitor, analyze and help to plan for impacts of federal legislation and initiatives with other GNWT Departments. This will include amendments to the *Criminal Code* to provide for medical assistance in dying (with HSS), legalization of marijuana (HSS and Finance), the National Inquiry into Missing and Murdered Women and other indigenous issues (with the Department of Aboriginal Affairs and Intergovernmental Relations).

**Evaluation** – The Department of Justice continues to work with the Program Review Office and evaluation contractors to develop evaluation frameworks for all new programs. This includes clarifying goals, setting out methods for data collection and anticipating future evaluation focused on program monitoring, improvement, and outcomes. Divisions have also been working with evaluators to clarify existing programs and build evaluation into their programs. This work is ongoing in 2016-17.

**Human Rights Act** – Justice is working with the Legislative Assembly to respond to the recommendations included in the comprehensive review of the Act. As a result of this work proposed amendments to the Act will be brought forward for consideration in 2017.

*"Northwest Territories Human Rights Act Comprehensive Review – A review and analysis of human rights promotion and protection in the Northwest Territories,"* is available at [http://www.assembly.gov.nt.ca/sites/default/files/td\\_355-175.pdf](http://www.assembly.gov.nt.ca/sites/default/files/td_355-175.pdf).

**Official Languages** – The Department of Justice is actively supporting the official languages of the NWT including the provision of materials and services in French. In 2015-16, bilingual bonuses were provided to employees who provide services in French as well as Aboriginal languages (Tłıchǫ, North Slavey and Chipewyan). Throughout the year, the Department has been working with the Aboriginal Languages Secretariat to ensure consistency and accuracy in signage in Aboriginal languages as well as French. Also in support of French, the Department successfully implemented the Active Offer, worked on translation of the Department's English website, and made changes to the *Jury Act* to provide for French jury lists. In 2016-17, Justice is planning to launch the French website and assess existing services and resources in French and Aboriginal languages to identify gaps and needs.

**Informatics** – The Informatics Division within the Department of Justice provides and maintains: communications infrastructure, network infrastructure, application development, hardware procurement, technology innovation management, web development, help desk support, data protection, statistics, security requirements, and project management. These services are in support of providing greater access to justice to the public and to ensure the delivery of core programs and services offered by the Department of Justice.

In 2015-16, the primary focus was to create a WEB based foundation to promote online services. This included the development of the new Departmental Web site with multiple language support, the development of an online training database and implementation of an online shift scheduling solution for the Correction Service.



## Department of Justice 2016-17 Business Plan

In 2016-17, the Informatics Division will continue to focus on online services including, hosting new GNWT wide on-line training on access and privacy, a new online payment service for court fines, and a means to access all Land Title documents and services online.

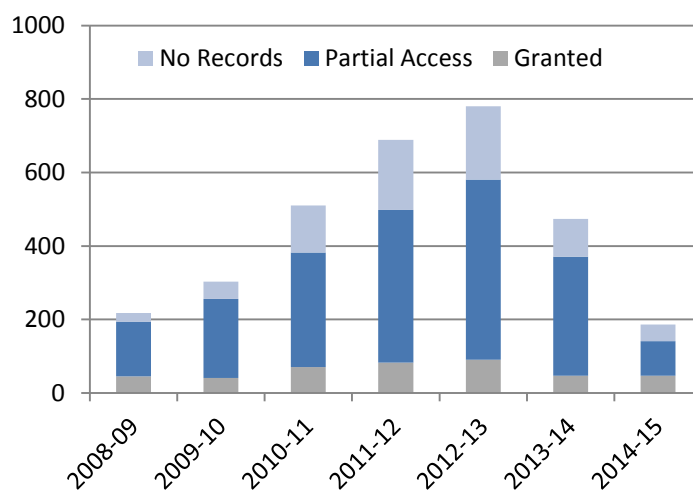
**Occupational Health and Safety** –The Occupational Health and Safety Program for the Department of Justice was rolled out in 2015 and includes a program manual, resource materials on SharePoint, and training for all staff. These new resources and training are helping to build a more proactive safety culture within the Department.

In 2016-17, in order to eliminate, or better manage risks associated with occupational hazards in priority areas (Corrections Service, Sheriff's Office and OROGO), updates will be made to the Department's hazard registry and actions identified to address identified hazards to improve safety.

### PERFORMANCE MEASURES

The activities described for this area and the measures in Figure 13 and Chart 2 show progress on Goal 5: *The Department is better equipped to provide core programs and services*, and Goal 6: *The justice system is continually adapting*

**Figure 13 - Volume and Resolution of Requests for Access to Information**



Source: GNWT Access to Information and Privacy Office  
GNWT Activity Report on the Administration of the Access to Information and Protection of Privacy Act (ATIPP) - April 1, 2008 – March 31, 2015 <https://www.justice.gov.nt.ca/en/access-to-information-held-by-public-bodies/page/6/>

#### What does it measure?

This figure shows how GNWT departments responded to access to information requests. Requests can be fully granted, partially granted, denied, or no records found. The number of denied requests is not presented in the figure as the numbers are relatively small – ranging from eight to one in this timeframe. In addition to these outcomes, in rare occasions the record is provided as a routine disclosure or not provided

#### What does it tell us?

This indicator demonstrates the volume of access requests during the last 7 years. The volume of requests reached a high in 2012-13, mainly as a result of requests related to residential school claims.



## Department of Justice 2016-17 Business Plan

**Chart 2 - Number of Department of Justice WSCC Claims**

Year	DOJ Claims	% GNWT Claims*
2011	64	17
2012	49	13
2013	67	13
2014	46	11
2015	38	9

\* Percentages rounded  
Source: WSCC

because the applicant abandoned the request.

**What does it measure?**

This chart outlines the number of Workers Safety and Compensation Commission (WSCC) claims accepted from the DOJ and DOJ claims as a proportion of GNWT accepted claims.

**What does it tell us?**

This measure shows improvements in the safety culture of the Department of Justice. The number of accepted WSCC claims from staff is declining. As a Department with one of the largest workforces (500+), many of whom serve clients in crisis or at risk, the proportion of claims is relatively low.



## Department of Justice 2016-17 Business Plan

### Key Activity 8 – 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;
- Coroner's Office;
- Legal Registries (Land Titles Office; corporation, partnership, business name, cooperative association and society registration; personal property registration; regulation of securities trading, registration of notaries public and commissioners for oaths);
- Maintenance Enforcement Office; and
- Rental Office.

#### GOALS

This Key Activity responds to the following Department of Justice Strategic Direction and goals as outlined in the Department's Strategic Plan:

#### **Strategic Direction: Improve Access to Justice**

##### **Goal 3: Residents have access to information and to programs and services delivered cost-effectively and responsively**

Needs across the NWT vary greatly, and the approaches that are effective, efficient and sustainable in one community may not be transferable to another. This goal speaks to the Department's intention to improve access to justice by providing affordable services in different ways in different locations.

#### **Strategic Direction: Build and Maintain a Strong Foundation**

##### **Goal 6: The justice system is continually adapting**

The Department of Justice operates in a complex and unique environment that is often driven by factors outside its control. In such an environment, the resilient organizations are those that continuously scan their environment for changes, regularly monitor progress toward their goals, and use what they learn to adjust their strategy.

#### DEPARTMENTAL HIGHLIGHTS

**Public Trustee's Office** – The Office of the Public Trustee operates independently of the Government, and administers trusts for minors and estates for people who die without wills or lack the required mental competency.

The new *Estate Administration Rules* of the Supreme Court have been drafted, and are expected to be enacted by the Supreme Court judges. In anticipation of this, the *Estate Administration Law Amendment Act* was passed in the last session of the 17th Assembly, and will be brought into force at the same time as the new *Estate Administration Rules*.



## Department of Justice 2016-17 Business Plan

**Coroners Act** – In 2015-16, the Department brought forward changes to the *Coroners Act*. The amendments create greater consistency in the powers afforded to coroners in the NWT in line with powers in other Canadian jurisdictions. The amendments:

- Expand the investigative powers of coroners;
- Expedite the investigative process where possible, in the interest of returning bodies to families in a more timely manner;
- Clarify what personal information can be disclosed; and
- Make minor improvements to various provisions of the Act.

The Department is implementing the changes in a staged approach, and the first set of changes came into force in March 2016. In 2016-17, the Department of Justice will continue to work with the Office of the Chief Coroner, HSS, the RCMP and other partners to implement these changes, and to bring the second set of amendments into force.

**Legal Registries** – The *Partnership Act* underwent amendments in 2015-16. The changes will have an effect on the Corporate Registries Online System (CROS) and the Corporate Registries Information System (CRIS). The amendments, regulations and required changes to both systems are expected to be completed in 2016-17. The *Co-operative Associations Act* was also extensively amended in 2015-16. The amendments and regulations will be brought into force in 2016-17.

In 2015-16, the Department of Justice initiated a project to replace the internal Daybook system and other electronic systems in the Land Titles Office. In 2016-17, this project will be completed, and will include an online search system and initial tools for preparing and issuing electronic certificates of title.

In 2016-17, the Department will also continue to participate in the development of national rules to harmonize securities regulations. If a decision is made to proceed with a national securities regulatory authority, the NWT will participate in the implementation activities in concert with other jurisdictions.

**Maintenance Enforcement Office** – The Maintenance Enforcement Office collects and distributes child and spousal support. In 2016-17 the Maintenance Enforcement Program plans to begin offering electronic notification of child support direct deposits issued to clients. The moment a payment is deposited into a client's account, they will instantly receive a generic email and/or text message notifying them of an update to their file. Clients can then log into their online account to find out the specifics of the payment (amount/date of issue).

**Rental Office** – Changes to the *Residential Tenancies Act* were brought into force in 2015-16. Changes included:

- The new ability for tenants to file an application to the Rental Officer to terminate a tenancy agreement if domestic violence has occurred;
- Provision of a remedy to tenants who have taken notice of a rent increase as a notice of termination if the rent is not then increased for the next tenant;
- The ability to file an order or decision of a Rental Officer in the Supreme Court rather than Territorial Court, to ensure that orders requiring for the performance of a specific task are enforceable; and,



## Department of Justice 2016-17 Business Plan

- The establishment of fees for filing an application with a Rental Officer.

In 2016-17, the Department will monitor any issues arising from implementation of the amendments, and will also continue to monitor the workload of the Rental Office.

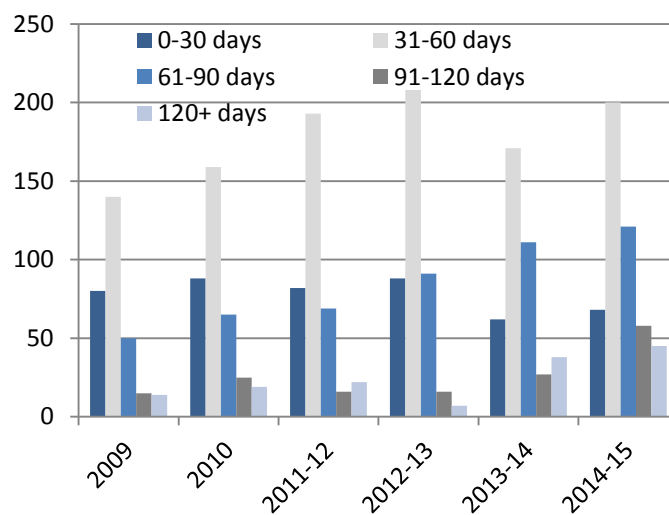
**Child Support Recalculation Service** – A recalculation service in the NWT would allow many parents subject to court orders and agreements for child support, to adjust income without requiring them to seek the involvement of the courts. This would both facilitate the provision of adequate financial support for children, and remove the need to take enforcement measures in some cases. The service would be of benefit to parents who may not have financial resources to pursue legal action on their own, or who may depend on legal aid services.

In 2016-17, the Department will take advantage of work previously completed on the establishment of a child support recalculation service, to propose an amendment to the *Children's Law Act* to support the establishment of a recalculation program in the NWT.

### PERFORMANCE MEASURES

The measures in Figure 14 and 15 show progress on Goal 3: *Residents have access to information and to programs and services delivered cost-effectively and responsively*. Monitoring trends over time helps make adjustments to programs and services in support of Goal 6: *The justice system is continually adapting*.

**Figure 14 - Number of Days to Process Rental Office Applications**



Source: Rental Office

#### What does it measure?

This figure shows the length of time required to process Rental Office applications per year.

#### What does it tell us?

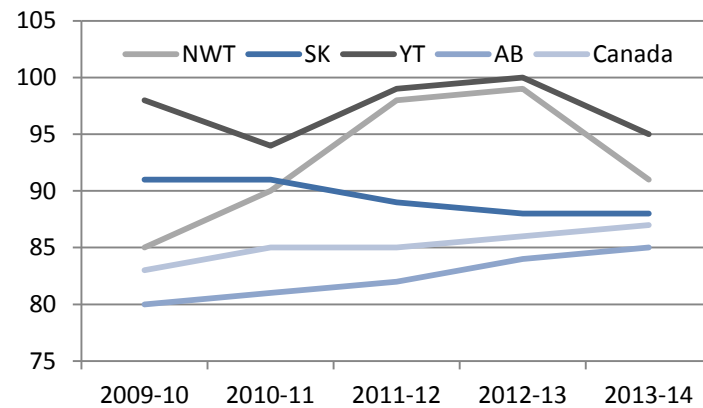
This measure indicates the timeliness of the response of the Rental Office. Changes to the *Residential Tenancies Act* were made in 2010. The Rental Officer now has the authority to make eviction orders. The associated increase in workload has had an effect on the proportion of applications heard within the first 30 days.





## Department of Justice 2016-17 Business Plan

**Figure 15 - Rate of Child and Spousal Support Collections, Maintenance Enforcement Program.**



Source: Statistics Canada

**What does it measure?**

This figure presents the percentage of family support collected through the Maintenance Enforcement Program (MEP) per year in the NWT, in comparison to a number of other jurisdictions.

**What does it tell us?**

This measure tells how much of the total amount due to the MEP were received per year. After four years of constant increase in the collection rate, the NWT's collection rate fell by 8% between 2012-13 and 2013-14.

JUSTICE
---------

**2016-17 Business Plan****Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Departmental Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>4</b>	<b>Proposed Adjustments to Grants &amp; Contributions: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>5</b>	<b>Human Resources Statistics</b>
<b>6</b>	<b>Infrastructure Investments</b>
<b>7</b>	<b>Restatements</b>



DEPARTMENTAL SUMMARY
----------------------

(thousands of dollars)

	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Community Justice & Policing	4,815	5,282	5,096	3,950
Corrections	37,480	39,380	39,477	36,686
Court Services	13,927	14,700	14,693	13,284
Legal Aid Services	6,281	6,615	6,612	5,702
Office of the Regulator of Oil and Gas Operations	1,869	2,185	2,185	1,189
Policing Services	44,729	45,618	44,573	44,877
Services to Government	13,374	13,878	13,538	14,845
Services to Public	4,283	4,400	4,399	4,392
<b>Total</b>	<b>126,758</b>	<b>132,058</b>	<b>130,573</b>	<b>124,925</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	61,300	64,071	63,953	59,630
Grants and Contributions	2,473	2,673	2,357	2,504
Other	60,681	63,010	61,959	60,633
Amortization	2,304	2,304	2,304	2,158
<b>Total</b>	<b>126,758</b>	<b>132,058</b>	<b>130,573</b>	<b>124,925</b>
<b>Revenues</b>	<b>15,565</b>	<b>14,827</b>	<b>14,716</b>	<b>13,649</b>

## HUMAN RESOURCE SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	89	87
Regional / Area Offices	359	386
Other Communities	11	12
	<b>459</b>	<b>485</b>

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

	2015-16 Main								Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
	Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions		
<b>Community Justice and Policing</b>										
Community Justice	4,562	-	4,562	(211)	-	316	(115)	(271)	-	4,281
Protection Against Family Violence	534	-	534	-	-	-	-	-	-	534
	5,096	-	5,096	(211)	-	316	(115)	(271)	-	4,815
<b>Corrections</b>										
Adult Facilities	25,092	-	25,092	-	-	-	-	-	-	25,092
Community Corrections	4,964	-	4,964	-	-	-	1	(300)	-	4,665
Corrections Administration	3,980	-	3,980	-	-	-	197	(26)	(105)	4,046
Wilderness Programming	787	-	787	-	-	-	-	(225)	-	562
Youth Facilities	4,654	-	4,654	-	-	-	(298)	(1,241)	-	3,115
	39,477	-	39,477	-	-	-	(100)	(1,792)	(105)	37,480
<b>Court Services</b>										
Court Library	223	(223)	-	-	-	-	-	-	-	-
Court Registries	10,165	223	10,388	-	8	-	5	(681)	-	9,720
Court Reporters	727	-	727	-	-	-	-	(1)	-	726
Courts Administration	1,762	(860)	902	(10)	-	-	-	(1)	-	891
Justice of the Peace	586	-	586	-	-	-	-	(2)	-	584
Specialized Courts	-	860	860	(18)	-	-	(2)	(63)	-	777
Sheriff Services	1,230	-	1,230	-	-	-	-	(1)	-	1,229
	14,693	-	14,693	(28)	8	-	3	(749)	-	13,927
<b>Legal Aid Services</b>										
Legal Aid Commission	2,450	436	2,886	-	-	-	-	(203)	-	2,683
Court Workers	1,198	-	1,198	-	2	-	(3)	(113)	-	1,084
Legal Aid Staff Lawyers	1,322	(1,322)	-	-	-	-	-	-	-	-
Community Legal Aid Clinic	437	-	437	-	-	-	(2)	(2)	-	433
Somba K'e Legal Aid Clinic	896	-	896	-	-	-	(2)	(2)	-	892
Office of the Children's Lawyer	-	309	309	-	-	-	(1)	-	-	308
Yellowknife Legal Aid Clinic	-	886	886	-	-	-	(3)	(2)	-	881
	6,303	309	6,612	-	2	-	(11)	(322)	-	6,281
<b>Office of the Regulator of Oil and Gas Operations</b>										
Office of the Regulator of Oil and Gas Operations	-	2,185	2,185	-	-	-	-	-	-	1,869
	-	2,185	2,185	-	-	-	-	-	-	1,869
<b>Policing Services</b>										
Territorial Police Services Agreement	44,014	-	44,014	-	864	-	-	(756)	-	44,122
Biology Casework	135	-	135	-	-	48	-	-	-	183
First Nations Policing	424	-	424	-	-	-	-	-	-	424
	44,573	-	44,573	-	864	48	-	(756)	-	44,729

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Services to Government</b>										
Directorate	1,098	-	1,098	-	-	108	116	(2)	-	1,320
Informatics Division	1,111		1,111				129	(51)		1,189
Corporate Services	3,253	35	3,288				-	(90)		3,198
Legal Division	4,192		4,192				(7)	(103)		4,082
Legislation Division	1,951		1,951			3	(3)	(11)		1,940
Policy and Planning	1,898	-	1,898	(88)	-	(59)	(2)	(104)	-	1,645
	13,503	35	13,538	(88)	-	52	233	(361)	-	13,374
<b>Services to Public</b>										
Coroner's	708	-	708	-	-	-	(1)	(1)	-	706
Legal Registries	2,167		2,167				(5)	(100)		2,062
Maintenance Enforcement	825		825				(2)	(2)		821
Office of the Children's Lawyer	309	(309)	-							-
Public Trustee	464		464				(1)	(2)		461
Public Utilities Board	444	(444)	-							-
Rental Office	235		235				(1)	(1)		233
	5,152	(753)	4,399	-	-	-	(10)	(106)	-	4,283
<b>TOTAL DEPARTMENT</b>	<b>128,797</b>	<b>1,776</b>	<b>130,573</b>	<b>(327)</b>	<b>874</b>	<b>416</b>	<b>-</b>	<b>(4,357)</b>	<b>(105)</b>	<b>126,758</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Major Revenue Changes

(thousands of dollars)

## PROPOSED ADJUSTMENTS

	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
GRANT FROM CANADA	-	-	-	-	-	-	
TRANSFER PAYMENTS							
Federal Cost-shared	4,719	-	4,719	5,035	316	6.7	
Capital Transfers	-	-	-	-	-	-	
	<b>4,719</b>		<b>4,719</b>	<b>5,035</b>	<b>316</b>	<b>-</b>	
GENERAL REVENUES							
Revolving Funds Net Revenue	-	-	-	-	-	-	
Regulatory Revenue	5,446	-	5,446	6,243	797	14.6	Increase of fees under the Securities Fees Regulations
Investment Income	-	-	-	-	-	-	
Lease	7	(7)	-	-	-	-	
Program	4,544	7	4,551	4,287	(264)	(5.8)	
Grants in Kind	-	-	-	-	-	-	
Service and Miscellaneous	-	-	-	-	-	-	
	<b>9,997</b>	<b>-</b>	<b>9,997</b>	<b>10,530</b>	<b>533</b>	<b>5.3</b>	
<b>TOTAL REVENUE</b>	<b>14,716</b>	<b>-</b>	<b>14,716</b>	<b>15,565</b>	<b>849</b>	<b>6</b>	

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

Explanation of Proposed Adjustments	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments
<b>Community Justice and Policing</b>									
Community Justice Committees and Projects	1,449	-	1,449	-	316	-	-	(200)	-
Victims Assistance Support Projects	615	-	615	-	-	-	-	-	-
YWCA of Yellowknife	105	-	105	-	-	-	-	-	-
	<b>2,169</b>	<b>-</b>	<b>2,169</b>	<b>-</b>	<b>316</b>	<b>-</b>	<b>-</b>	<b>(200)</b>	<b>-</b>
<b>Corrections</b>									
Elder's Program	30	(30)	-	-	-	-	-	-	-
Wilderness Programming	149	30	179	-	-	-	-	-	-
	<b>179</b>	<b>-</b>	<b>179</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Services to Government</b>									
National Justice Issues	9	-	9	-	-	-	-	-	-
	<b>9</b>	<b>-</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL DEPARTMENT</b>	<b>2,357</b>	<b>-</b>	<b>2,357</b>	<b>-</b>	<b>316</b>	<b>-</b>	<b>-</b>	<b>(200)</b>	<b>-</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Human Resources Statistics

## Justice

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>531</b>		<b>534</b>		<b>516</b>		<b>518</b>	
<b>Indigenous Employees</b>	<b>245</b>	<b>46.1%</b>	<b>253</b>	<b>47.4%</b>	<b>252</b>	<b>48.8%</b>	<b>254</b>	<b>49.0%</b>
Aboriginal	151	28.4%	150	28.1%	153	29.7%	149	28.8%
Non-Aboriginal	94	17.7%	103	19.3%	99	19.2%	105	20.3%
Non-Indigenous Employees	286	53.9%	281	52.6%	264	51.2%	264	51.0%
Male	247	46.5%	253	47.4%	243	47.1%	246	47.5%
Female	284	53.5%	281	52.6%	273	52.9%	272	52.5%
<b>Senior Management</b>	<b>15</b>		<b>16</b>		<b>14</b>		<b>14</b>	
<b>Indigenous Employees</b>	<b>8</b>	<b>53.3%</b>	<b>10</b>	<b>62.5%</b>	<b>9</b>	<b>64.3%</b>	<b>9</b>	<b>64.3%</b>
Aboriginal	2	13.3%	3	18.8%	3	21.4%	3	21.4%
Non-Aboriginal	6	40.0%	7	43.8%	6	42.9%	6	42.9%
Non-Indigenous Employees	7	46.7%	6	37.5%	5	35.7%	5	35.7%
Male	7	46.7%	6	37.5%	5	35.7%	6	42.9%
Female	8	53.3%	10	62.5%	9	64.3%	8	57.1%
<b>Non-Traditional Occupations</b>	<b>14</b>		<b>18</b>		<b>20</b>		<b>18</b>	
<b>Indigenous Employees</b>	<b>3</b>	<b>21.4%</b>	<b>6</b>	<b>33.3%</b>	<b>8</b>	<b>40.0%</b>	<b>7</b>	<b>38.9%</b>
Aboriginal		0.0%		0.0%	1	5.0%	1	5.6%
Non-Aboriginal	3	21.4%	6	33.3%	7	35.0%	6	33.3%
Non-Indigenous Employees	11	78.6%	12	66.7%	12	60.0%	11	61.1%
Male	12	85.7%	16	88.9%	16	80.0%	14	77.8%
Female	2	14.3%	2	11.1%	4	20.0%	4	22.2%

<b>2016-17 Infrastructure Investments</b>
---

**Fort Liard: Probation Office Tenant Improvement**

Modifications to the 2-person leased office are required to improve barrier-free accessibility.

**Fort Smith: Territorial Female Correctional Centre**

This is the replacement of two existing female facilities which are functionally and physically obsolete. The separate 23-bed minimum security female facility will include indoor and outdoor program spaces, as well as administration, food services, common storage and a wood pellet heating plant to be shared between the male and female units.

**Tuktoyaktuk: Probation Office Tenant Improvement**

The 1-person probation office will be completely rebuilt to contemporary GNWT probation office standards to address the safety and security of staff, the public, clients and information.

**Yellowknife: Sheriff Vehicle**

The new vehicle is required to transport the court party to Behchokò where frequent sittings are necessary to meet the requirement for accessible and timely access to court.

**Yellowknife: Rental Office**

This project is to expand the current Rental office to accommodate an additional officer and to address safety and security concerns of this quasi-judicial function. Tenant improvements for the Rental Office will provide for a clear separation between the public and the staff, and allow the co-location of rental records with office staff.

**Yellowknife: Courthouse Cells and Secure Interview Rooms**

The GNWT provides cells for the RCMP to hold offenders in close proximity to the Yellowknife Courtrooms both before and after court proceedings. This project will increase the number of cells for segregation of women, youth and men as well as establish secure interview rooms.

**Yellowknife: Common Lobby for Courthouse**

This project involves the retrofitting the courthouse lobby to provide increased accessibility and security.

**Yellowknife: North Slave Correctional Centre – Install Perimeter Security Fencing**

This multi-year project is one of a many-phased projects planned to provide a secure fence around an expanded exercise yard, and to provide a perimeter privacy fence at the property line to separate the Yellowknife correctional facility from the new residential neighborhood.

**Yellowknife: NSCC – Decontamination Facility**

The existing tub-room in the high security area of the correctional facility will be retrofitted to serve as both a decontamination shower and a short-term holding room.

## Schedule of Restatements

Department		Justice						
Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
<b>OPERATIONS</b>								
Opening Balance - Public Utilities Board		Public Utilities Board	Beaufort Delta	All	444	444	444	458
Services to the Public	Transfer of Public Utilities Board to Department of Executive	Public Utilities Board	Beaufort Delta	Compensation and Benefits	(188)	(188)	(188)	(199)
Services to the Public	Transfer of Public Utilities Board to Department of Executive	Public Utilities Board	Beaufort Delta	Other Expenses	(256)	(256)	(256)	(259)
Ending Balance - Public Utilities Board			<b>Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Opening Balance - OROGO		OROGO	HQ	All	-	-	-	-
OROGO	Transfer of OROGO from ITI to JUS	OROGO	HQ	Compensation and Benefits	871	1,087	1,087	560
OROGO	Transfer of OROGO from ITI to JUS	OROGO	HQ	Other Expenses	998	1,098	1,098	629
Ending Balance - OROGO			<b>Total</b>		<b>\$ 1,869</b>	<b>\$ 2,185</b>	<b>\$ 2,185</b>	<b>\$ 1,189</b>
TSC Transfer from OROGO								
Opening Balance - Corporate Services	Transfer of TSC related costs from ITI Corp.Management to JUS	Corporate Services	HQ		3,194	3,253	3,253	3,401
Services to Government	Transfer of TSC related costs from ITI Corp.Management to JUS	TSC	HQ	Chargeback Expense	35	35	35	26
Ending Balance - Corporate Services			<b>Total</b>		<b>\$ 3,229</b>	<b>\$ 3,288</b>	<b>\$ 3,288</b>	<b>\$ 3,427</b>
Opening Balance - Court Library Program		Court Library	NS	All	223	223	223	392
Courts	Include Court Library in the Court Registries Program and delete Court Library Program	Court Library	NS	Compensation and Benefits	(126)	(126)	(126)	(126)
Courts	Include Court Library in the Court Registries Program and delete Court Library Program	Court Library	NS	Other Expenses	(97)	(97)	(97)	(266)
Closing Balance - Court Library Program			<b>Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Opening Balance - Court Registry Program		Court Registries	NS	All	9,558	10,172	10,165	9018
Courts	Include Court Library in the Court Registry Program	Court Registries	NS	Compensation and Benefits	126	126	126	126
Courts	Include Court Library in the Court Registry Program	Court Registries	NS	Other Expenses	97	97	97	266
Closing Balance - Court Registry Program			<b>Total</b>		<b>\$ 9,781</b>	<b>\$ 10,395</b>	<b>\$ 10,388</b>	<b>\$ 9,410</b>
Opening Balance - Specialized Courts Program		Specialized Courts	NS	All	-	-	-	-
Courts	Create Specialized Courts Program and remove from Courts Administration Program	Specialized Courts	NS	Compensation and Benefits	717	717	717	325
Courts	Create Specialized Courts Program and remove from Courts Administration Program	Specialized Courts	NS	Other Expenses	60	143	143	81
Closing Balance - Sepcialized Courts Program			<b>Total</b>		<b>\$ 777</b>	<b>\$ 860</b>	<b>\$ 860</b>	<b>\$ 406</b>
Opening Balance - Courts Administration Program		Courts Administration	NS	All	1,588	1,762	1,762	1297
Courts	Remove Specialized Courts from Courts Administration Program	Courts Administration	NS	Compensation and Benefits	(717)	(717)	(717)	(325)
Courts	Remove Specialized Courts from Courts Administration Program	Courts Administration	NS	Other Expenses	(60)	(143)	(143)	(81)
Closing Balance - Courts Admin Program			<b>Total</b>		<b>\$ 811</b>	<b>\$ 902</b>	<b>\$ 902</b>	<b>\$ 891</b>
Opening Balance - Office of the Children's Lawyer Program		Office of the Children's Lawyer	NS	All				
Legal Aid Services	Move Office of Children's Lawyer Program from Services to the Public and create Office of the Children's Lawyer Program in Legal Aid Services	Office of the Children's Lawyer	NS	Compensation and Benefits	165	165	165	168
Legal Aid Services	Move Office of Children's Lawyer Program from Services to the Public and create Office of the Children's Lawyer Program in Legal Aid Services	Office of the Children's Lawyer	NS	Other Expenses	144	144	144	121
Closing Balance - Office of the Children's Lawyer Program			<b>Total</b>		<b>\$ 309</b>	<b>\$ 309</b>	<b>\$ 309</b>	<b>\$ 289</b>
Opening Balance - Office of the Children's Lawyer Program		Office of the Children's Lawyer	NS	All	309	309	309	289



## Schedule of Restatements

Department		Justice						
Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
Services to the Public	Move Office of Children's Lawyer Program from Services to the Public and create Office of the Children's Lawyer Program in Legal Aid Services	Office of the Children's Lawyer	NS	Compensation and Benefits	(165)	(165)	(165)	(168)
Services to the Public	Move Office of Children's Lawyer Program from Services to the Public and create Office of the Children's Lawyer Program in Legal Aid Services	Office of the Children's Lawyer	NS	Other Expenses	(144)	(144)	(144)	(121)
Closing Balance - Office of the Children's Lawyer Program					<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Opening Balance - Legal Aid Staff Program	Rename Legal Aid Staff Lawyers Program to Yellowknife Legal Aid Clinic Program and move Beaufort Delta Legal Aid Clinic to Legal Aid Commission Program. Rename Legal Services Board to Legal Aid Commission.	Legal Aid Staff Program	NS	All	1322	1486	1322	1262
Legal Aid Services	Rename Legal Aid Staff Lawyers Program to Yellowknife Legal Aid Clinic Program and move Beaufort Delta Legal Aid Clinic to Legal Aid Commission Program. Rename Legal Services Board to Legal Aid Commission.	Legal Aid Staff Program	NS	Compensation and Benefits	(1,244)	(1,408)	(1,244)	(1,201)
Legal Aid Services	Rename Legal Aid Staff Lawyers Program to Yellowknife Legal Aid Clinic Program and move Beaufort Delta Legal Aid Clinic to Legal Aid Commission Program. Rename Legal Services Board to Legal Aid Commission.	Legal Aid Staff Program	NS	Other Expenses	(78)	(78)	(78)	(61)
Closing Balance - Legal Aid Staff Program					<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Opening Balance -Yellowknife Legal Aid Clinic F	Rename Legal Aid Staff Lawyers Program to Yellowknife Legal Aid Clinic Program and move Beaufort Delta Legal Aid Clinic to Legal Aid Commission Program. Rename Legal Services Board to Legal Aid Commission.	Yellowknife Legal Aid Clinic Program	NS	All	-	-	-	-
Legal Aid Services	Rename Legal Aid Staff Lawyers Program to Yellowknife Legal Aid Clinic Program and move Beaufort Delta Legal Aid Clinic to Legal Aid Commission Program.	Yellowknife Legal Aid Clinic Program	NS	Compensation and Benefits	831	994	831	914
Legal Aid Services	Rename Legal Aid Staff Lawyers Program to Yellowknife Legal Aid Clinic Program and move Beaufort Delta Legal Aid Clinic to Legal Aid Commission Program.	Yellowknife Legal Aid Clinic Program	NS	Other Expenses	55	55	55	50
Closing Balance -Yellowknife Legal Aid Clinic Program					<b>\$ 886</b>	<b>\$ 1,049</b>	<b>\$ 886</b>	<b>\$ 964</b>
Opening Balance -Legal Aid Commission Program	Rename Legal Aid Staff Lawyers Program to Yellowknife Legal Aid Clinic Program and move Beaufort Delta Legal Aid Clinic to Legal Aid Commission Program. Rename Legal Services Board to Legal Aid Commission.	Legal Aid Commission Program	NS	All	2,210	2,410	2,410	1,856
Legal Aid Services	Move Beaufort Delta to Legal Aid Commission Program. Rename Legal Services Board to Legal Aid Commission.	Legal Aid Commission Program	NS	Compensation and Benefits	413	414	413	287
Legal Aid Services	Move Beaufort Delta to Legal Aid Commission Program. Rename Legal Services Board to Legal Aid Commission.	Legal Aid Commission Program	NS	Other Expenses	23	23	23	11
Closing Balance -Legal Aid Commission Program					<b>\$ 2,646</b>	<b>\$ 2,847</b>	<b>\$ 2,846</b>	<b>\$ 2,154</b>
<b>GRANTS AND CONTRIBUTIONS</b>								
Opening Balance - Corrections Contributions	Transfer contribution budget for 'Elder's Program' to one line item for Wilderness Programming to better reflect program.	Corrections	N/A	Contributions	179	179	179	-
	Elder's Program	Corrections	N/A	Contributions	(30)	(30)	(30)	-
	Wilderness Programming	Corrections	N/A	Contributions	30	30	30	-
Closing Balance - Wilderness Programming Contributions					<b>\$ 179</b>	<b>\$ 179</b>	<b>\$ 179</b>	<b>\$ -</b>

## Schedule of Restatements

Department

Justice

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
<b>REVENUES</b>								
Opening Balance - Lease	Move Inmate recoveries budget to program	Lease			7	7	7	
Closing Balance -Lease					(7)	(7)	(7)	
			<b>Total</b>		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Opening Balance - program	Move Inmate recoveries budget to program	Lease			-	-	-	
Closing Balance -Lease					7	7	7	
			<b>Total</b>		<u>\$ 7</u>	<u>\$ 7</u>	<u>\$ 7</u>	<u>\$ -</u>



# Annual Business Plan

## 2016-2017

### Lands



Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest



## Department of Lands 2016-17 Business Plan

### 1. DEPARTMENTAL OVERVIEW

#### MISSION

The mandate of the Department of Lands is to manage, administer and plan for the sustainable use of public land in the Northwest Territories (NWT) in a fair and transparent manner that reflects the interests of the people of the Northwest Territories.

#### GOALS

The Department of Lands has identified the following six departmental strategic goals for the five year period from 2016-17 to 2020-21. These goals align with the Priorities of the 18th Legislative Assembly and will be the focus of departmental efforts.

##### 1. Balance perspectives and maximize benefits

The Department's land management policies and practices maximize the benefits of our land for present and future generations, and minimize negative effects. Land management balances economic, social, environmental, cultural and spiritual considerations.

##### 2. Uphold public trust

The business of the Department of Lands is open and transparent. Northerners have confidence that land management decision-making in the NWT is coordinated, consistent and sustainable.

##### 3. Innovative land management

The Department's policies, service delivery, and use of technology are innovative and relevant for our people and geography. Decisions are grounded in best practice, evidence-based research, and capitalize on opportunities for integration across programs.

##### 4. Collaborate and advise effectively

The Department and its staff are effective collaborators and our expert advice is valued and respected. Our work with partners aligns and inspires all involved to achieve a shared vision for land management in the NWT.

##### 5. Use resources efficiently

The Department and its staff are nimble and align our resources strategically to achieve our priorities. We are accountable, open and transparent in the use of resources in relation to our achievement of results.

##### 6. Maintain and develop internal capacity

The Department's staff are well-trained, engaged, productive and committed. Our culture is positive and attracts highly qualified workers.



## Department of Lands 2016-17 Business Plan

### KEY ACTIVITIES SUMMARY

The majority of the Department's responsibilities fall into the following four key activities:

#### 1. Corporate Management

- Directorate
- Finance and Administration Division

#### 2. Informatics Shared Service Centre

- NWT Centre for Geomatics
- Information Services
- Information Systems and Technology
- Projects and Planning Unit

#### 3. Operations

- Lands Administration Divisions
  - Territorial Lands Administration
  - Commissioner's Lands Administration
- Regional Offices

#### 4. Planning and Coordination

- Policy, Legislation and Communications Division
- Land Use and Sustainability Division
  - Sustainability Unit
  - Land Use Planning Unit
- Securities and Project Assessment Division
  - Project Assessment Branch
  - Securities Coordination Unit

### OPERATING ENVIRONMENT

The Department of Lands was created on April 1, 2014, as a result of the Northwest Territories Lands and Resources Devolution Agreement. The Department is responsible for:

- administration and management of Commissioner's and Territorial Land (land inventories, dispositions, valuation, survey applications, mapping)
- land use sustainability standards, guidelines and policies
- land use initiatives
- coordination of project assessments and project environmental securities
- land use planning, including regional land use plans
- land use administration, including permitting and securities
- compliance and enforcement of terms and conditions of land use, including inspections

The Department exercises administration and control of land in the NWT through the *Commissioner's Land Act*, *Northwest Territories Lands Act*, *Area Development Act*, and *Surface Rights*



## Department of Lands 2016-17 Business Plan

*Board Act.* The Department also has legislated and delegated responsibilities under the federal *Mackenzie Valley Resource Management Act* (MVRMA). Although many of the Department's responsibilities are with respect to public land and resources, in the case of the MVRMA, there may be instances when the Department's decision-making authorities also apply to land administered and controlled by Aboriginal government organizations under land, resources and self-government agreements. The Department exercises these responsibilities in a collaborative fashion consistent with the principles of co-management and respect of Aboriginal and treaty rights.

The following sections describe how the Department is responding to four key factors: making land available, developing our NWT economy, legislative framework, and information access and certainty.

### *Making Land Available*

There is a strong and growing demand for more recreational land use opportunities in the NWT, particularly along Highways 3 and 4 (Ingraham Trail) outside of Yellowknife. Unauthorized use of land causes additional pressure, particularly in and around the larger tax-based communities such as Inuvik and Yellowknife.

There is an ongoing need to make land available to other Government of the Northwest Territories' (GNWT) departments, to other levels of government to support Aboriginal land, resources and self-government agreements, for housing, and for future municipal development efforts. There is also a need to balance land availability at a regional scale to ensure that the GNWT can advance conservation efforts while continuing to protect opportunities for economic development.

### *Developing our NWT Economy*

NWT land holds significant natural resources that offer great potential for economic development. Sustainable development of resources is essential to the long-term economic, environmental, cultural and social well-being of NWT residents. The Department of Lands is responsible for coordinating GNWT participation in, and decision-making for, land use planning, environmental assessments, and environmental impact review of projects in and affecting the NWT. The Department's role in enforcing and ensuring compliance to land management legislation and regulations, allows for environmentally responsible economic development activities. Responsibly developing resources can result in meaningful jobs for residents, opportunities for businesses, and sources of revenue to support the fiscal health of the GNWT and support territory-wide public programs and services for NWT residents.

The Department works with its GNWT partners, other levels of government, Aboriginal governments, proponents, and the public to ensure that the principles of the Land Use Sustainability Framework (LUSF) continue to be applied in the NWT to support a strong and stable NWT economy. This work aligns with the GNWT priorities related to improving coordination and effectiveness in resource management systems, improving the NWT integrated resource management regime to ensure it reflects NWT interests and priorities, and ensuring residents have meaningful opportunities to participate in the assessment of potential benefits and risks associated with resource development.

### *Legislative Framework*

In order to meet its commitment in the GNWT mandate to develop and propose amendments to the



## Department of Lands 2016-17 Business Plan

*Commissioner's Land Act* and the *Northwest Territories Lands Act*, the Department of Lands will manage and administer both Territorial and Commissioner's Land across the NWT. Commissioner's Land is public land that is typically found within NWT communities and was managed by the Department of Municipal and Community Affairs before April 1<sup>st</sup>, 2014. Territorial Land devolved from the federal government to the GNWT on April 1<sup>st</sup>, 2014. The Department operates under the authority of both land management regimes – the *Commissioner's Land Act* and the *Northwest Territories Lands Act*.

### *Information Access and Certainty*

Ensuring decision-makers have accurate information at the right time and in the right format can be a challenge due to dated, incompatible, or inconsistent application of technologies. The Informatics Shared Services Centre (ISSC) supports the strategic direction in the Land Use and Sustainability Framework of ensuring enhanced information management capacity is available to assist in evidence-based decision-making among resource managers. The ISSC supports efforts to improve integration and information sharing to enhance decision-making between GNWT departments, and with partners and stakeholders.

### **Enterprise Risk Management**

The Department of Lands' risk profile was developed as part of an integrated risk-based strategic planning process undertaken in 2015. This integrated process incorporated risk management into the conventional strategic planning process and enabled the identification of risks linked directly to strategic goals. The Department revisited these risks throughout the strategic planning process and developed mitigation strategies to reduce and/or avoid these risks. The Department will continue to review and refresh its risk profile at regular intervals so it remains reflective of the Department's needs and operating environment.

The Department's top five risks and associated action plans/mitigation strategies are:

#### **1. The GNWT is exposed to liability as a result of inadequate securities to cover reclamation of land after a land use operation is abandoned**

The revamped Securities Coordination Unit is focused on developing guidelines to support securities management, as well as process protocols which define roles and responsibilities related to environmental liabilities and associated securities for major resource development projects.

#### **2. The Department is unable to effectively coordinate efficient and timely regulatory and administrative processes that support sound decision-making concerning development and exploration**

The Department continues to work with partner GNWT departments and other governments to:

- provide a strong GNWT voice in amendments to the federal MVRMA and address administrative requirements
- streamline and clarify roles and responsibilities for business processes across departments
- strengthen the current governance structure and define key roles and responsibilities
- strengthen the policy base and tools for assessing and meeting the duty to consult
- establish and implement a legislated process for the Department to work within when



## Department of Lands 2016-17 Business Plan

processing applications for land use on Territorial Land in the Inuvialuit Settlement Region.

### **3. The Department will be unable to fill key positions which exacerbates the impact of corporate history and knowledge loss due to staff turnover and retirement**

The Department will develop a human resources plan in 2016-17 that is aligned with the Department of Human Resources' (HR) *20/20: A Brilliant North NWT Public Service Strategic Plan*, and work with HR to identify and apply creative human resource strategies and maximize internal development opportunities for staff. The HR plan will include strategies to support succession planning. Key procedures in each Key Activity area will be documented to support retention and transfer of knowledge, and efforts will continue to fully implement Digital Integrated Information Management System (DIIMS) to ensure appropriate storage of departmental files.

### **4. A lack of clarity around the differences and similarities in the application of the Commissioner's Land Act and Northwest Territories Lands Act could cause confusion and public perception of inconsistency in land management practices**

The Department is continuing a comprehensive review of the current procedures, policy suite, legislative authorities and regulatory scheme and will develop a plan to modify existing policies and legislation, provide enhanced clarity and better meet the land management and administration needs of the GNWT.

### **5. A lack of clarity around roles, responsibilities and authorities for Northern land and resource management could lead to duplication in processes across departments, departments not adhering to processes and oversights in critical process steps.**

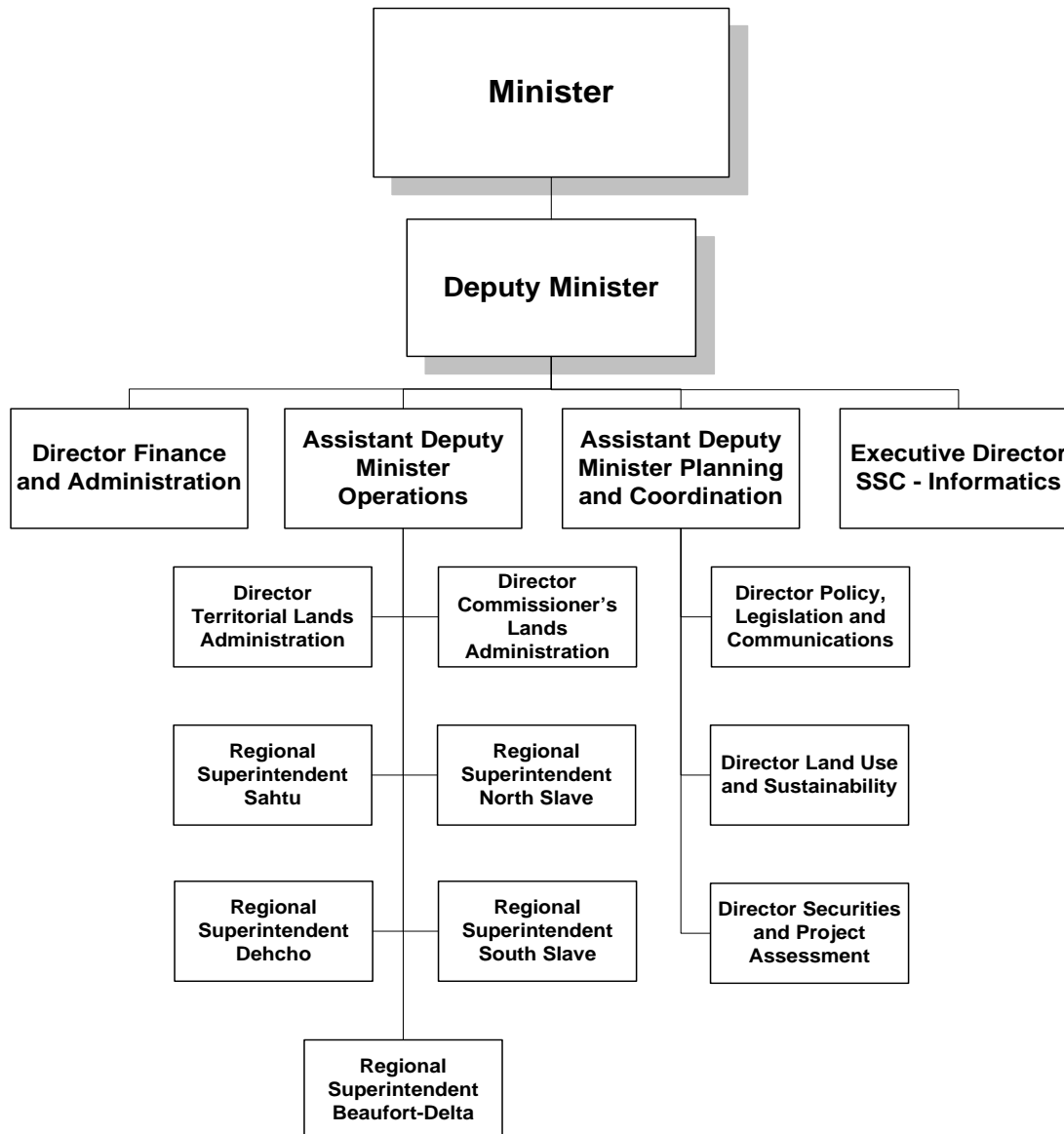
The Department will continue to strive for procedural excellence in providing impartial and objective coordination of the government's input on the environmental assessment process, establishing project environmental securities and leading the delivery of the sustainability vision set out by the Land Use and Sustainability Framework. The Department will also champion a cross-departmental initiative to analyze, clarify and strengthen the current governance structure, to further define roles and responsibilities.





## Department of Lands 2016-17 Business Plan

### Organization Chart





## Department of Lands 2016-17 Business Plan

### 2. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Corporate Management	3,026	3,135	3,047	3,820
Informatics	7,127	7,551	7,119	5,509
Operations	11,248	12,015	11,770	9,717
Planning and Coordination	6,827	7,278	7,332	5,483
<b>Total</b>	<b>28,228</b>	<b>29,979</b>	<b>29,268</b>	<b>24,529</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	20,044	20,423	20,344	17,100
Grants and Contributions	500	600	600	1,013
Other	7,525	8,797	8,165	6,236
Amortization	159	159	159	180
<b>Total</b>	<b>28,228</b>	<b>29,979</b>	<b>29,268</b>	<b>24,529</b>
<b>Revenues</b>	<b>2,410</b>	<b>1,950</b>	<b>1,950</b>	<b>4,144</b>

#### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	103	101
Regional / Area Offices	48	54
Other Communities	-	-
<b>Total</b>	<b>151</b>	<b>155</b>



## Department of Lands 2016-17 Business Plan

### 3. KEY ACTIVITIES

#### Key Activity 1 – Corporate Management

##### DESCRIPTION

The **Directorate** includes the Deputy Minister and Assistant Deputy Ministers of Planning and Coordination, and Operations. It guides the execution of instructions from the Minister, Cabinet and the Legislative Assembly. The Directorate provides leadership, management and strategic planning for the senior management team and the Department, including human and financial resources. The Directorate is accountable, and provides strategic advice and support, to the Minister.

The **Finance and Administration Division** provides financial planning, financial management and administrative advice and services across the Department and its regional offices including: internal controls, financial processes, oversight and internal audit of procurements and contracts and contributions, budget development, Financial Management Board submissions, expenditure and revenue monitoring, financial analysis including compliance with legislation, regulations and policies, and financial and human resource reporting, and audits.

##### GOALS

Corporate Management initiatives support fulfillment of the following departmental goals:

1. Balance perspectives and maximize benefits
2. Uphold public trust
3. Innovative land management
4. Collaborate and advise effectively
5. Use resources efficiently
6. Maintain and develop internal capacity

##### DEPARTMENTAL HIGHLIGHTS

Work under Corporate Management responds to the 18<sup>th</sup> Legislative Assembly's mandate themes of economy, environment and climate change, and governance. The specific GNWT priorities addressed by Corporate Management include: improving coordination and effectiveness in resource management systems, improving the NWT integrated resource management regime to ensure it reflects NWT interests and priorities, and ensuring residents have meaningful opportunities to participate in the assessment of potential benefits and risks associated with resource development.

The following highlight Corporate Management's major accomplishments, ongoing, and future initiatives:

##### **Jay Project**

As of April 2016, the Department continues its cross-departmental role in coordinating efforts to conclude the environmental assessment (EA) decision process of the Jay Project. This aligns with



## Department of Lands 2016-17 Business Plan

the GNWT mandate to improve coordination and effectiveness in resource management systems. The application for the project is for an open-pit kimberlite pipe on the existing Ekati mine-site property. Staff are supporting the Minister of Lands to exercise his delegated decision-making authority for the EA decision, and work with other GNWT and federal responsible ministers. If the project is approved to proceed to the regulatory phase, the Department's role shifts to that of a regulator. The Department will provide input to Land and Water Board permitting and licensing processes, and will be responsible for compliance and enforcement with respect to any resulting land use permit and water licence. If the project is approved, the Department will negotiate a surface lease with the proponent and ensure that the GNWT takes a coordinated approach to estimating and holding the securities required for the Jay Project. Where required, the Department will provide information and support to other GNWT departments, including Environment and Natural Resources (ENR), Health and Social Services, and others for post-EA regulatory and implementation processes.

### **North American Tungsten Company Limited Insolvency**

North American Tungsten Corporation Limited (NATCL) applied for creditor protection under the *Companies' Creditor Arrangement Act* (CCAA) in July 2015. The Department of Lands led the GNWT's response by establishing the GNWT as a creditor in the CCAA Court proceedings, and using provisions of the Devolution Agreement to transfer remediation responsibilities for the Cantung Mine back to Canada. As a consequence of that approach, the Department also led the GNWT's efforts to acquire the NATCL's Mactung property. The work helped to ensure Canada took responsibility for the Cantung Mine, protect and preserve GNWT security interests in the property, and protect the economic potential of the Mactung resource for future sale.

The CCAA proceedings will continue until at least the fall of 2016. The Department will continue to monitor the CCAA process and work with external counsel on allocation of CCAA costs between Mactung and Cantung. The Department of Industry, Tourism and Investment (ITI) is the lead on all operational matters related to the Mactung leasehold interests and property. ITI is also developing, and will execute, the marketing strategy for Mactung.

### **Surface Rights Board**

The creation of the Surface Rights Board (SRB) was a federal obligation under Aboriginal land, resources and self-government agreements in the NWT. Legislative authority for the *Surface Rights Board Act* (SRBA) devolved from the federal government to the GNWT on April 1<sup>st</sup>, 2014.

In 2014-15, in compliance with the provisions of the SRBA that were then in force, the Department initiated work to establish the SRB, including making appointments to the Board, adopting regulations necessary for the SRB's operations, and negotiating funding arrangements with the federal government for the SRB. This work continued in 2015-16 and culminated in the Board becoming operational and assuming its substantive functions on April 1<sup>st</sup>, 2016.

After April 1<sup>st</sup>, 2016, the SRB will operate as an independent board that provides certainty with respect to land access. The Department retains responsibility for the SRBA and regulations, receiving annual budgets and reports from the Board, and maintaining the Board's funding arrangements. This work may require more attention in 2016-17, during the first year of the Board's full operations.



## Department of Lands 2016-17 Business Plan

### Planning for Future HR Needs

The Department will develop a four-year Human Resources (HR) Plan in 2016-17. This work supports the Department to fulfill its mandate by ensuring it continues to have the right human resources in place and that succession planning is implemented. This work also helps mitigate the departmental risk related to maintaining resources in key positions. The plan will include a workforce analysis, key issues, goals and objectives, and an action plan. Another component of this work is a review of our post-devolution organization design to ensure we use effective, efficient and creative ways to address any identified resource gaps. This could include reconsidering existing HR allocations to identify opportunities to maximize efficiencies in organizational design.

### Integrated Risk-based Strategic Planning and Departmental Core Values

In 2015, the Department of Lands developed an integrated risk-based strategic plan. This body of work identified new goals and objectives, generated the departmental risk profile, and set the foundation for future planning efforts. Work in 2016-17 will include development of tools and templates to support refresh and reporting efforts related to program and departmental level planning cycles. With two years of operating experience behind it, and fully developed planning tools, the Department will focus efforts on advancing a departmental performance measurement framework.

In 2015, the Department of Lands' senior management team developed a set of leadership core values. The core values focus on how the organization is managed and how all levels of staff conduct themselves in their day-to-day business. The values are the overarching beliefs that guide the team's actions in all facets of their work and contribute to a culture of responsibility and accountability. Full implementation is scheduled for 2016-17.

The Department of Lands' core values are:

- *Act as honest brokers:* as honest brokers, we are empathetic facilitators of informed decisions
- *Respect our resources:* we uphold public interest and public trust, particularly in those things entrusted in us by the public – land, water, and resources – and we understand the importance of the land to the NWT in the context of way of life, environmental stewardship, and economic opportunities
- *Own our results:* we are accountable and responsible, we keep it real, practical and relevant, and we are trusted advisors, adding value with our knowledge and expertise
- *Value and learn from each other:* we recognize that we are more than the work we do, and are committed to a supportive work environment
- *Unleash the future:* we promote new, creative, leading-edge practices and approaches through forward-thinking to capture the potential of innovation



## Department of Lands 2016-17 Business Plan

### Key Activity 2 – Informatics Shared Service Centre

#### DESCRIPTION

**The Informatics Shared Service Centre (ISSC)** leads the development and implementation of information and technology-related services and solutions for the Departments of Environment and Natural Resources (ENR), Industry Tourism and Investment (ITI) and Lands as well as the Office of the Regulator for Oil and Gas Operations (OROGO) and the Business Development & Investment Corporation (BDIC). It provides professional, high quality, proactive, and innovative service and support that enables clients to effectively manage information and related assets, to provide effective, efficient and relevant programs/services, and ultimately, to achieve their mandates and objectives.

The ISSC is comprised of four business units:

**NWT Centre for Geomatics (NWTCG)** provides geomatics, remote sensing and geographic information systems services throughout the GNWT. The NWTCG possesses a collection of geospatial and satellite imagery and data, unmatched in the NWT. The NWTCG includes headquarters in Yellowknife and the Western Arctic Centre for Geomatics (WACG) in Inuvik, operated in partnership with the Aurora Research Centre.

**Information Services (IS)** supports client departments in all areas of recorded information management including the development of department-wide policies and standards, and facilitating the records storage, retrieval and disposition processes. IS also operates the shared Resource Centre in Yellowknife with over 20,000 titles, as well as electronic and image collections.

**Information Systems and Technology (IS&T)** provides help desk support for ready-made and custom developed information systems, and provides application support such as system maintenance, upgrades and disaster recovery planning so clients can rely on their technical solutions to deliver high quality programs and services.

**Projects and Planning Unit (P&P)** leads efforts related to information systems projects and the introduction of new web tools and technology for client departments. P&P oversees project planning and prioritization functions for systems and web initiatives.

#### GOALS

ISSC plays a significant role in support of its client departments' programs. It helps identify, implement, and maintain innovative solutions to achieve their goals and objectives, and by extension the goals and objectives of the 18<sup>th</sup> Legislative Assembly. ISSC has identified five goals unique to its role as a corporate service to guide its work:

1. Improve and enhance communication, education and engagement with clients
2. Develop internal capacity to strengthen the ability of the ISSC to support its clients
3. Encourage and promote a culture of innovation
4. Introduce standardized, documented and measured processes and procedures to manage the activities





## Department of Lands 2016-17 Business Plan

### 5. Deliver a high quality client service experience

ISSC's work also responds to the Department of Lands' Goal 3: innovative land management.

### DEPARTMENTAL HIGHLIGHTS

The Informatics Shared Services Centre (ISSC) plays a significant role in support of the programs of ENR, ITI and the Department of Lands by helping identify, implement and maintain innovative solutions to achieve their goals and objectives, and by extension the goals and objectives of the 18<sup>th</sup> Legislative Assembly. Work under ISSC responds to the 18<sup>th</sup> Legislative Assembly's mandate themes of economy, environment and climate change, and governance. The specific GNWT priorities addressed by ISSC include: investing in renewable resources, agriculture, arts, fisheries, forestry, manufacturing, tourism, and traditional harvesting; improving coordination and effectiveness in resource management systems, recognizing traditional knowledge, land claims agreements, and devolution; implementing a strategy to mitigate and adapt to climate change in collaboration with other governments and organizations, and increasing transparency and accountability, and strengthening consensus government.

The current fiscal framework, coupled with the need to modernize aged systems and technology in order to support clients, is resulting in greater demand on ISSC for training, support, and business solutions. ISSC is expecting this demand to increase more as departments look to leverage information technology solutions to maximize effectiveness and efficiency while increasing transparency, openness, and collaboration.

ISSC understands where the greatest risks lay in client departments' systems, and which opportunities for application replacement and consideration will have the most benefit. While capital funds for new information technology initiatives will not be available until the 2018-19 fiscal year at the earliest, ISSC will work with clients to plan and develop business cases to support future investments.

The following items highlight the major initiatives planned for ISSC in 2016-17:

#### **Improve GNWT's ability to manage geospatial data and enhance accessibility**

ISSC will engage in the following activities to help the government improve management practices related to geospatial data:

- investigate and make recommendations on an improved governance model to support decision-making and prioritization of strategic actions related to the application of technology to enhance land and resource management decision support
- undertake a cost benefit and high level requirements analysis to introduce a spatial decision support and planning tool to improve land and resource management processes, and access to information to experts in the departments, and where appropriate, our partners and the public
- complete a technology refresh of the common GNWT Spatial Data Infrastructure (SDI) available to GNWT departments and agencies to store, publish, and visualize geospatial information
- introduce a new Geospatial Data Catalog service for the GNWT to enable the discovery of, and access to, geospatial data holdings of the GNWT



## Department of Lands 2016-17 Business Plan

### **Improvements to geospatial data sets and collections**

ISSC recognizes the need and opportunity to enhance existing datasets and improve information available to support decision-makers at all levels. The ISSC will:

- complete the analysis into the application of Unmanned Ariel Systems (UAS) to enhance or, in some cases, replace traditional information collection activities in a responsible and transparent manner, and develop recommendations
- develop partnerships to further science and research in remote sensing and earth observation
- explore practical application of remote sensing and earth observation to improve the understanding of the natural environment and inform evidence-based decisions related to climate change, economic development, environmental stewardship, and infrastructure planning and adaptive management
- build on existing investments in Inuvik, such as the Inuvik Satellite Receiving Station and the Mackenzie Valley Fibre Link Project
- continue to develop the concept and engagement strategy to establish a Northern Canadian Centre of Excellence for Remote Sensing in Inuvik to promote valuable research in predicting climate change impacts in the NWT, and across the North
- promote education and outreach on the value of remote sensing, including enhancing existing educational programming through the Aurora Research Institute and Department of Education, Culture and Employment

### **Enhance strategic planning and prioritization for IT investments within ENR, ITI and the Department of Lands**

ISSC will introduce new structured processes and procedures to document and assess new ideas for innovative solutions, and to enhance planning and coordination of technology solutions. This work also supports the GNWT's commitment to invest in infrastructure and build capacity that will lead to new partnerships, economic development, and job opportunities in the NWT. ISSC will:

- introduce ISSC steering committees within the departments
- develop common processes for project intake and assessment within the departments
- develop a project reporting framework to track and communicate projects and their status
- introduce an online (internal) project reporting web portal
- complete the business case and preliminary analysis for the replacement of the four existing land tenure systems into a common, scalable solution
- complete the requirements analysis and business case to upgrade or replace the EMBER system in use by ENR to support logistics and financial management of the Forest Fire Management Program
- assess the feasibility of establishing a business intelligence service within ISSC to support increasing demand for information and products that require tying data together from different applications and sources





## Department of Lands 2016-17 Business Plan

- complete the preliminary analysis and business case necessary to establish a capital project for a new online licensing and permitting system to enable online services to residents and visitors

### Cross-Departmental Initiatives

#### *Service Innovation Strategy (SIS)*

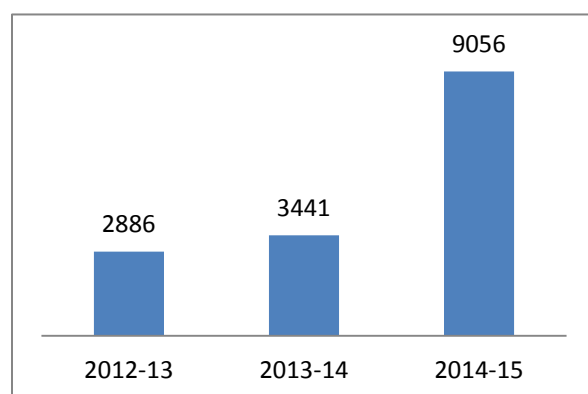
The Department of Finance led the development of the SIS in response to public concerns over the delivery of online services. This is a government-wide strategy to improve access to programs and services by leveraging technology and taking a more coordinated approach to service delivery. In support of the SIS, the Informatics Shared Service Centre has undertaken a number of activities to improve service delivery across ENR, ITI and the Department of Lands.

### PERFORMANCE MEASURES

In support of ISSC's Goal 1: improve and enhance communication, education and engagement with clients, and Department of Lands' Goal 3: innovative land management, ISSC facilitates access to geospatial data to support analysis and decision making and enable the effective sharing of information within the GNWT and to our stakeholders. Providing online access to spatial information also supports transparency. The NWTCG's website serves as a centralized repository for authoritative spatial information for the GNWT. The following measures contribute to the achievement of the goals noted above. ISSC will continue to build on its performance measures and anticipates the introduction of additional measures in subsequent business planning cycles.

The NWT Centre for Geomatics (NWTCG) provides GNWT geospatial data through a variety of services on its website that are available to the public or secure services for GNWT employees. Map services can be accessed by clients to view spatial data using the Spatial Data Warehouse online web mapping tool, or by clients utilizing their own tools. Alternatively, clients can download geospatial data from the website so that they can manipulate it for their own needs.

### Measure: number of NWTCG website users per year



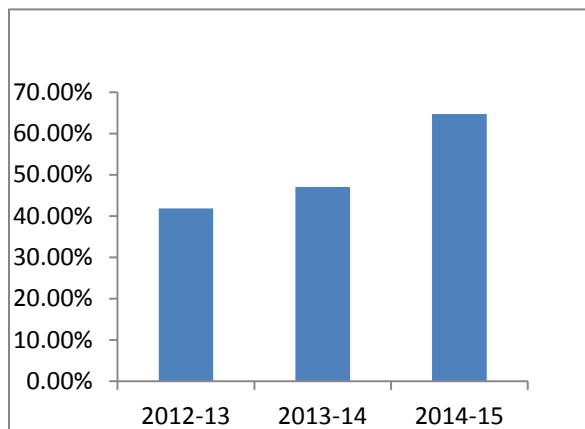
Source: Google Analytics [www.geomatics.gov.nt.ca](http://www.geomatics.gov.nt.ca)

The NWTCG made various changes and additions to its website the year following devolution. The number of website users nearly tripled in 2014-15. In addition, the GNWT began providing data and services related to mineral tenure information from the Mining Recorder's Office, ITI at this time. The metric related to the type of information being accessed (1.3 b) can be correlated to the increase in website users as mineral tenure information that was not provided by the GNWT prior to April 2014.



## Department of Lands 2016-17 Business Plan

### Measure: percentage of new NWTCG website users per year

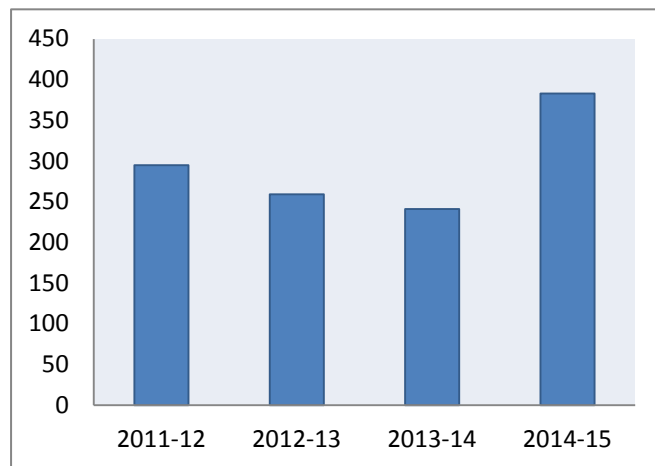


Source: Google Analytics [www.geomatics.gov.nt.ca](http://www.geomatics.gov.nt.ca)

This metric provides insight into the number of new website visitors per year. In 2013-14, the year prior to devolution, approximately 65% of website users were repeat visitors. Following devolution, approximately 65% of website users were new visitors. This sudden increase in new visitors is attributed to newly devolved responsibilities to the GNWT and the provision of new data and services.

Trends on the number of registered users and the number of data downloads from the NWTCG's website will be analyzed. The information will show frequency of datasets being downloaded and total downloads on a monthly basis.

### Measure: number of new registered users that download data/per year



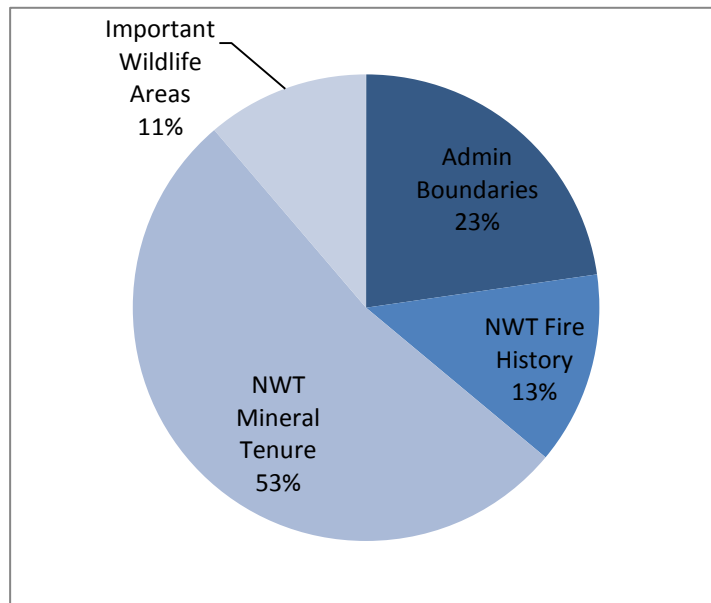
Source: NWT SQL Database

Through the NWTCG website, users may register to download spatial data. This chart shows new registered users per fiscal year. Registration for data access increases when new datasets are made available. An increase in new registered data users is detected in 2014-2015 following devolution. Various new datasets were added throughout that year as the GNWT took on devolved responsibilities for natural and economic resources.



## Department of Lands 2016-17 Business Plan

### Measure: top data downloads 2014-15



Source: NWT SQL Database

The top data downloads indicate the information that users of GNWT data are most interested in. In 2014-15, NWT mineral tenure data had the most downloads. This data was not available through the GNWT prior to April 2014. Administrative boundaries were also a popular download, which may be attributed to the changes brought forth through devolution. Given that the 2014 NWT fire season was one of the worst in recent history, this was likely the cause for interest in the NWT fire history during 2014-15.



## Department of Lands 2016-17 Business Plan

### Key Activity 3 – Operations

#### DESCRIPTION

Operations provides leadership by managing the Lands Administration Divisions and the Beaufort-Delta, Sahtu, Dehcho, South Slave and North Slave regional offices.

**Lands Administration Divisions** provide management and expertise for the units responsible for Commissioner's and Territorial Land administration. Commissioner's Land Administration Division is responsible for the management of Commissioner's Land under the *Commissioner's Land Act* and Regulations pertaining to surface and sub-surface rights. Territorial Land Administration Division is responsible for the management of Territorial Land under the *Northwest Territories Lands Act* and Regulations pertaining to surface rights.

Responsibilities of the Lands Administration Divisions include managing and administering leases and other dispositions of land, land inventories, land valuation, quarry permits, securities, and survey applications. The divisions maintain a permanent historical profile and database of all parcels of land that tracks how the land has changed hands and by what means (e.g. lease, mortgage, sale, abandoned, etc.). Other key responsibilities include: revenue collection; unauthorized use and occupancy processes; ensuring compliance with issued authorization; mapping services under Commissioner's Lands Administration; and providing support to Aboriginal land and resources self-government agreement negotiations and implementation, Conservation Area Action Plan, leadership initiatives, and resource management boards established under the *Mackenzie Valley Resource Management Act* (MVRMA).

**Regional Offices - Land Management Units** manage issuance of tenure authorizations on Commissioner's Land, and ensure compliance with authorizations issued under the MVRMA, *Waters Act* and *Northwest Territories Lands Act* and Regulations in the Mackenzie Valley and Inuvialuit Settlement Region. Regional Offices also lead a compliance and enforcement program for issued authorizations, and use of land and water in accordance with applicable legislation, policies and procedures. The Beaufort-Delta office is also responsible for environmental screening of land use permit applications on public land in the Inuvialuit Settlement Region under the Inuvialuit Final Agreement, and issuance of land use permits in that region.

**Regional Offices - Resource Management Units** conduct inspections for land leases, land use and quarry permits and water licenses; investigate potential unauthorized uses of land or land development; conduct hazardous materials and spills inspections, and abandoned waste site inspections; and issue trespass notices. The Diamond Resource Management Unit in the North Slave office is responsible for all inspection functions at diamond mine sites.

#### GOALS

Operations' initiatives support fulfillment of the following departmental goals:

1. Balance perspectives and maximize benefits
2. Uphold public trust
4. Collaborate and advise effectively



## Department of Lands 2016-17 Business Plan

### DEPARTMENTAL HIGHLIGHTS

Work under Operations responds to the 18<sup>th</sup> Legislative Assembly's mandate themes of economy, environment and climate change, and governance. The specific GNWT priorities addressed by Operations include: improving coordination and effectiveness in resource management systems, improving the NWT integrated resource management regime to ensure it reflects NWT interests and priorities, and ensuring residents have meaningful opportunities to participate in the assessment of potential benefits and risks associated with resource development.

The following highlight Operations' major accomplishments, ongoing, and future initiatives:

#### **Efficient Inspections for Compliance and Enforcement**

Inspections are conducted to ensure compliance with authorizations that have been issued by the Department, or by a land and water board, depending on the region. The Department's inspectors are cross-appointed and can conduct both land and water inspections. Inspectors are required to inspect mineral claims, as well as conduct land and water inspections at NWT diamond mines.

In 2015-16, the Department conducted a review of its training program for Territorial inspectors. The review identified that the GNWT's training program is comprehensive. However, there is an opportunity to make the program more robust by introducing a more formal approach to include tracking of course completion, recertification requirements, and scheduling support to deliver training in a more timely and cost-effective manner. In 2016-17, the Department will consider how to implement the recommendations of this review, and consider how to apply findings to the training for inspectors of Commissioner's Land.

#### **Addressing Non-Compliance with Authorizations**

In support of the Department of Lands' mandate to advance the territorial vision of land and resource management in accordance with the Land Use and Sustainability Framework, and the legislative, regulatory, and policy system, the Department strives to ensure compliance with authorizations. Compliance is achieved through several means, including education, inspections, orders, investigations, and prosecution, as required. Where possible, the Department takes an educational approach to achieve voluntary compliance from the application stage through to the reclamation of the operations. Education is intended to increase awareness of the implications of unauthorized use and to minimize the negative impacts of such use on the land and environment.

#### **Unauthorized Occupancy**

The Department of Lands will continue to address unauthorized occupancy through a variety of mechanisms from education to prosecution. When managing, regulating or removing an unauthorized occupant from Territorial and Commissioner's Land, the GNWT follows established steps and procedures. This helps determine that users are, in fact, unauthorized occupants, and demonstrates that the Department has done its due diligence should the matter proceed to the courts. The Department is currently reviewing its procedures, and is developing a plan to address unauthorized occupancies.

#### **Participation in Land and Water Board Preliminary Screening and Application Review Processes**

In coordination with other land management partners in the NWT, Operations provides technical



## Department of Lands 2016-17 Business Plan

advice to land and water boards to assist the boards in setting enforceable permit conditions that minimize the potential adverse impacts of land uses on the biophysical environment. This is accomplished through full participation in the land and water boards' established preliminary screening and application review processes.

In the Inuvialuit Settlement Region, the Department reviews, accepts, and screens permit applications, and engages the public on projects that require land use permits. The Department issues land use permits for projects that have met the requirements of the screening processes, and have demonstrated a willingness to consider the unique sensitivities of the Northern environment, apply proven best management practices, and the necessary legislative requirements of the NWT.

### **Making Land Available**

The Department works with a variety of GNWT departments to make sure land is made available to meet program needs, in response to Aboriginal land, resources and self-government agreements and to support sound land management decisions.

In 2014-15, the Department worked with the Northwest Territories Housing Corporation (NWT HC) to provide appropriate land tenure in 26 communities to allow for improved access to housing for NWT residents. To assist with streamlining administrative burden and costs, the Department amended the Land Pricing Policy to allow for one dollar leases to the NWT HC. To affect these amendments, 118 leases with the NWT HC were then amended to a nominal amount which removed all costs associated with their existing and future leases.

In 2015-16, the Department took steps to complete the transfer of fee simple title for up to 41 parcels of Commissioner's Land at Cassidy Point. This work will carry over into 2016-17. It is in response to a prior GNWT commitment and followed consultation with potentially affected Aboriginal governments. The land will be sold at assessed value, in compliance with the Land Pricing Policy. Any future requests for fee simple title for recreational leases across the NWT will be examined through the scope of work under the Recreational Land Management Framework (RLMF) once complete. Potentially affected Aboriginal governments and organizations will be consulted during this process.

In 2016-17, Operations will support the transfer of Commissioner's Land to the Délîné Got'îné Government as per the Délîné Final Self-government Agreement, which takes effect on September 1, 2016.

### **Systems Development**

In 2015-16, the Department gathered updated aerial photography and mapping for the area around Yellowknife. In 2016-17, the Department will integrate this information into the Administration of the Territorial Land Acts System (ATLAS) for the continued use of both the Territorial and Commissioner's Lands Administration Divisions. The objective of this work is to have both Territorial and Commissioner's Land mapped according to aerial photography and have this information available through a shared digital platform. An integrated digital platform will allow staff to accurately and efficiently administer interests, by providing them with current information about authorizations and land use. This mapping work will be used by Commissioner's and Territorial Lands Administration Divisions, land officers, regional inspectors, private and public stakeholders and will provide data to support broad policy initiatives such as the RLMF. This work





## Department of Lands 2016-17 Business Plan

contributes to a more integrated resource management regime in the NWT.

The Informatics Shared Service Centre is supporting enhancements to a web interface for ATLAS which will provide a significant update to make it more user friendly, intuitive, and provide greater tools to internal users and external stakeholders. This work will be completed in 2016-17.

### **Cross-Departmental Initiatives**

#### *IRRA System Enhancements / Upgrade Working Group*

The Inspection Reporting and Risk Assessment (IRRA) System is the tool used by inspectors to manage land and water files, apply the risk assessment model with respect to determining inspection frequency, plan inspection activity based on the appropriate inspection frequency, and generate inspection reports. This tool is shared by the Departments of Lands and Environment and Natural Resources (ENR).

The two departments are working together to identify system bugs and potential enhancements and upgrades. The system is a key component to ensure consistency of inspection reports, housing inspections, and compliance results and related data. In 2015-16, the system was enhanced to improve image management capabilities and improvements to the word processing functionality, and the capability to access the GNWT's larger document management systems (via DIIMS) was developed. In 2016-17, improvements to IRRA include the creation of a system to facilitate follow up on issues within inspection reports, development of an occurrence reporting system, and continued bug fixes and regular system maintenance. Longer-term improvements may include strengthening IRRAs planning components, creating a more robust tracking system for unauthorized occupants, and possibly a geographic information system (GIS)-based user interface. This working group is led by the Department of Lands with participation from ENR.

#### *Spill Response Protocol Agreement*

The Department has a Spill Response Protocol Agreement with ENR. It sets out the process to be followed when the GNWT receives a report of a hazardous materials spill. ENR's Hazardous Substance Specialist receives all notifications of spills and determines the lead department for each spill response. In 2016-17, the protocol agreement will be reviewed to ensure it meets ongoing needs.

### **PERFORMANCE MEASURES**

The following performance measure supports fulfillment of Department of Lands' Goal 1: balance perspectives and maximize benefits, and Goal 2: uphold public trust. The Department of Lands continues to implement a robust inspections program which minimizes negative impacts on people, property and the environment.

Inspectors conduct between 500-700 inspections per year on land use, Territorial Land lease, and water license files. A risk management program is used to assess the risk of land use activities on Territorial Land. The program outlines the possible impacts that could result from a given operation – considering factors like probability, frequency, severity, and past performance or compliance of the occupant – in order to determine the number or frequency of inspections that should be performed during the life of the project.

The risk program captures three levels of environmental risk: high, moderate and low. High risk



## Department of Lands 2016-17 Business Plan

projects may include pipelines or diamond mines. Moderate risk ventures may include activities such as quarrying, smaller camps (under 50 personnel), winter road operation and maintenance, and some mineral exploration activities. Low risk activities most often are tenure authorities which include leases of land for recreational cabins, and may also include activities such as communication tower sites, remote airstrips or fire towers.

A successful inspections program will see 95% of High Risk files, 50% of Moderate Risk files and 10% of Low Risk files inspected.

### Measure: Inspection rates by risk level

Risk Level	# of Inspections Conducted 2014-15	% of Inspections Required (Target)	2014-15 Status
High Risk	186	95%	target achieved
Moderate Risk	186	50%	target achieved
Low Risk	278	10%	target achieved





## Department of Lands 2016-17 Business Plan

### Key Activity 4 – Planning and Coordination

#### DESCRIPTION

**Policy, Legislation and Communications Division** provides several corporate departmental services. Policy coordinates the preparation of materials related to Cabinet and the Legislative Assembly, departmental participation at the Intergovernmental Council on Land and Resource Management and other intergovernmental fora, and provides strategic policy research and analysis. The Legislation Unit provides support and advice on legislative reviews and proposals affecting territorial legislation assigned to the Department, and represents the Department on legislative matters. It also coordinates the GNWT's input into federal amendments to the *Mackenzie Valley Resource Management Act* (MVRMA) and its regulations, and development of new regulations under the MVRMA. Communications supports the Department's efforts to inform, engage and advance the priorities of the Legislative Assembly and ensures consistent, coherent and coordinated messaging. Communications provides advice and expertise in media relations, and aligns communications and engagement activities to support departmental and GNWT-wide initiatives. The Division also provides the following functions: strategic, business and human resources planning, risk assessment and mitigation, results reporting internally and externally, and coordination of responses to access to information and protection of privacy requests, and French and Aboriginal language services.

**Land Use and Sustainability Division** is responsible for strategic land use initiatives, develops processes to support balanced decision-making, and develops and recommends policy for the management, administration and sustainable use of land to ensure maximum benefit to the people of the NWT. The Division is subdivided into two functional units:

The **Sustainability Unit** develops policy and strategic initiatives for the management, administration and sustainable use of land to the maximum benefit of the people of the NWT, reflective of the Land Use and Sustainability Framework (LUSF), including interdepartmental consensus building for balanced decision-making.

The **Land Use Planning Unit** leads GNWT interdepartmental participation in the development, approval and review of regional land use plans pursuant to Aboriginal land, resources and self-government agreements and the Dehcho Interim Measures Agreement in the Mackenzie Valley, as well as development of GNWT's land use planning programming approaches for areas where no formal planning process exists.

**Securities and Project Assessment Division** is responsible for the overall coordination of GNWT participation in environmental assessments (EA) and securities management for major resource development projects. The Division is subdivided into two functional units:

**The Project Assessment Branch (PAB)** coordinates GNWT participation in EAs in the NWT and neighbouring jurisdictions. In consultation with other departments, PAB reviews and analyzes board recommendations in order to provide procedural support to GNWT responsible ministers under the MVRMA, and GNWT decision-makers under the Inuvialuit Final Agreement. PAB assists the Minister of Lands with decision-making and Crown consultation responsibilities in relation to reports from the Mackenzie Valley Environmental Impact Review Board and the Inuvialuit Settlement Region Environmental Impact Review Board. PAB leads development of GNWT best practices for environmental



## Department of Lands 2016-17 Business Plan

impact assessment, including GNWT input to guidelines, workshops, and other initiatives.

**Securities Coordination Unit (SCU)** coordinates the government's responsibilities for environmental liabilities and financial assurances for major resource development projects, including responsibilities for holding securities transferred from the federal government under the Devolution Agreement. SCU supports a collaborative and coordinated approach among departments, central agencies and resource management boards, maintains a securities tracking system, and leads policy development efforts related to liabilities and securities.

### GOALS

Planning and Coordination initiatives support fulfillment of the following departmental goals:

1. Balance perspectives and maximize benefits
2. Uphold public trust
3. Innovative land management
4. Collaborate and advise effectively

### DEPARTMENTAL HIGHLIGHTS

Work under Planning and Coordination responds to the 18<sup>th</sup> Legislative Assembly's mandate themes of economy, environment and climate change, and governance. The specific GNWT priorities addressed by Planning and Coordination include: improving coordination and effectiveness in resource management systems, improving the NWT integrated resource management regime to ensure it reflects NWT interests and priorities, and ensuring residents have meaningful opportunities to participate in the assessment of potential benefits and risks associated with resource development.

The following sections highlight Planning and Coordination's major accomplishments, ongoing, and future initiatives:

#### **Recreational Land Management Framework**

The Recreational Land Management Framework (RLMF) will provide NWT-wide recreational leasing policies and planning. It will seek to minimize conflicts with traditional land use, and development and conservation, while at the same time support a diversity of recreational opportunities, experiences and settings, including new leasing opportunities. The first draft of the RLMF is expected for GNWT review by the summer of 2016. Consultation and public engagement will follow, and a final framework is expected in late fall 2016. While the RLMF is under development, applications for new recreational-type leases within the focus area along Highways 3 and 4 will not be accepted. A component of the RLMF will be a recreation management planning exercise for the Yellowknife Periphery Area which is expected to be finalized in 2017.

The Department held a ballot draw in summer of 2015. A total of 913 people entered and 22 new recreational leasing opportunities were provided in the Yellowknife area.

#### **Policy and Legislative Review Initiative**

The Department is conducting a comprehensive review and planning exercise to identify ways to



## Department of Lands 2016-17 Business Plan

modernize and improve its current policy suite, legislative authorities and regulatory scheme. The result of these planning discussions will be a phased approach that addresses issues stemming from operations based on two different land regimes, clarifies GNWT roles and responsibilities, and allows the Department to better tailor its existing policies and legislation to more effectively meet GNWT land management and administration needs.

In 2016-17, this big picture approach will be completed with plans for each of the phases mapped out for implementation over the next five years. The work will also be the mechanism to execute legislative and regulatory elements of other department-wide initiatives such as the RLMF, the Land Pricing Policy review, Compliance and Enforcement Policy, and others. These initiatives support the GNWT's efforts to improve coordination and effectiveness in resource management systems and to improve the NWT integrated resource management regime. They stretch across the Department's Key Activity areas and the timing and sequencing of the various initiatives is interdependent. Consultation and engagement will be key throughout this initiative since many of the proposed changes may affect other GNWT departments, governments, Aboriginal governments, industry, non-governmental groups, and the public.

### **Land Use and Sustainability Framework**

The LUSF is a vision document that sets out how the GNWT will manage land, water, and resources in the public interest.

In 2016-17, the Department will continue to develop an action plan to evaluate the GNWT's progress on the short-term goals specified in the LUSF. The action plan will establish a process to set long-term priorities and plan for LUSF implementation. Mechanisms to integrate the LUSF into GNWT land decisions are also being refined. This approach will then be applied to a number of decisions related to the development of the RLMF to test the ease of use and effectiveness of the process.

The Department also leads initiatives associated with the strategic directions set out in the LUSF, including land use planning and GNWT participation in processes and decisions related to land. This work directly responds to the GNWT priorities related to the LUSF.

### **Land Use Planning Efforts**

Also in response to the GNWT priorities, and Department of Lands' mandate, the Department will finalize a Land Use Planning Framework to provide the GNWT a consistent and transparent approach to land use planning in the NWT. This Framework will include guidelines for the review and approval of land use plans. In addition, the Department is engaging our planning partners, both internal and external, to advance land use planning initiatives where no plans currently exist.

In March 2016, the Department hosted a second Land Use Planning Forum to discuss the development of the strategic framework. Over 60 representatives from planning and other co-management boards, Aboriginal governments, communities in areas without land use plans, and GNWT departments attended the Forum to discuss the potential for collaboration on land use plans in all areas of the NWT and priority areas for action. Over two days, key ideas and discussions were captured through drawings in a wall-sized graphic record of the event. The Forum resulted in valuable input into the GNWT's Framework and further strengthened relationships between organizations, which is the foundation of effective land use planning in the NWT.



## Department of Lands 2016-17 Business Plan

### Securities Coordination

Liabilities and financial assurances functions within the Department have been shifted to the Planning and Coordination Key Activity, and merged with the Project Assessment Branch to create a new Securities and Project Assessment Division. This merger allows the Department to maximize efficiencies in processes and align resources to coordinate across GNWT departments.

The Department is developing and managing a structured collaborative approach to environmental liabilities and financial assurances with the participation and involvement of GNWT regulatory and central agency departments in cooperation with resource management boards.

In 2015-16, the Department conducted a policy scan of other jurisdictions' approaches to environmental liabilities and financial assurances. The scan formed the basis for an initial draft set of guidelines which are currently under internal GNWT review. In 2016-17, the Department will consider the need for additional policy work and will engage with GNWT departments, as well as external parties.

The Department has also developed interim process protocols to define departmental roles and responsibilities related to environmental liabilities and associated securities for major resource development projects. In 2016-17, the Department will work with other departments to facilitate a coordinated whole-project approach to active files and to review and adjust the protocols as needed.

Immediately after devolution, the GNWT established an interim securities tracking system. This system is an improvement on pre-devolution federal tracking efforts, but does not address all of the concerns raised by the Office of the Auditor General. Capital funding was approved in 2015-16 to develop a permanent and reliable tracking system. In 2016-17, the Department will conclude the evaluation and advance the preferred option.

### Environmental Assessment Role and Project Assessment Policy

As a partner in the resource management system, the Department works with a variety of parties to support the effective functioning of the NWT integrated resource management regime so that the regime reflects NWT interests and priorities. In January 2016, the Departments of Lands, the Department of Environment and Natural Resources, the Mackenzie Valley Land and Water Board, and the Mackenzie Valley Environmental Impact Review Board jointly hosted an information-sharing workshop open to all groups and individuals with interest in the processes established under the MVRMA.

The Department coordinates GNWT-wide participation and decision-making in EAs and high profile application reviews to ensure GNWT principles of responsible stewardship are reflected and processes are effective, efficient and in compliance with legislated time limits. A Project Assessment Policy is being developed and sets out the guiding principles for GNWT participation in environmental impact assessments. The Department provides procedural coordination and advice on EA best practices. Individual GNWT departments provide subject matter expertise to ensure that their mandates and legislated responsibilities are considered in GNWT submissions and decisions.

### Two Land Administration Systems – A Way Forward

The Department of Lands is responsible for two land administration systems established by two separate statutes, the *Commissioner's Land Act* (CLA) and the *Northwest Territories Lands Act*



## Department of Lands 2016-17 Business Plan

(NWTLA), and their associated regulations and policies. While these systems have attributes in common, each has developed distinct features tailored to specific applications.

The Department is currently conducting a detailed review of this dual legislative framework in order to identify amendments to legislation, regulations and policies that will advance congruous land management, increase transparency, and enhance administrative efficiency. The NWTLA is the enabling legislation for the Mining Regulations that are administered by the Department of Industry, Tourism and Investment (ITI). Therefore, the Department's work will require close alignment with the newly proposed *Mineral Resource Act* and Mining Regulations initiative being led by ITI. The Department of Lands will develop a plan to move forward on the results of the review in 2016-17.

Following development of the plan, other related activities in 2016-17 may include development of outreach materials to explain to proponents and the public how the regulatory process works under each system.

### **Administrative Monetary Penalties**

The Department is working with the federal government on Administrative Monetary Penalties (AMPs) regulations which are being developed under the federal *Northwest Territories Act* and the *Mackenzie Valley Resource Management Act*. This work will shape work that will also be done by the Department to exercise the provisions of the NWTLA which allow for the creation of AMPs regulations. AMPs are employed in a number of Canadian jurisdictions to introduce a financial sanction against failure to comply with a statute or regulation. The introduction of AMPs will provide the GNWT with an additional compliance and enforcement approach to reduce instances of misuse of land in the NWT, including unauthorized users.

### **Federal Regulatory Amendments**

The Department coordinates the GNWT's input into post-devolution federal regulatory initiatives. These initiatives affect the MVRMA which is the legislative basis for land and water management and include authorities that have been delegated to the GNWT, or initiatives that will affect federal environmental assessment processes, including the *Canadian Environmental Assessment Act, 2012*, which applies in the Inuvialuit Settlement Region. To date, amendment packages for the MVRMA include Preliminary Screening Requirement Regulations, Exemption List Regulations, Water Regulations, and Mackenzie Valley Land Use Regulations. Work on legislative amendments previously identified, and regulatory improvement in general is shifting under new federal leadership but remains active. The Department will continue to be as proactive as possible in shaping federal thinking, and coordinating for the GNWT on government-wide responses.

### **Land Transactions**

The Department hosted a land transaction workshop in September 2015 to validate the business processes for six types of land transactions. The workshop brought together several GNWT departments. The purpose was to clarify roles and responsibilities between GNWT departments, and develop efficiencies where possible for a more targeted approach for certain land transactions such as withdrawals. A final report was generated and recommendations are currently being considered by the Department. It is expected that in 2016-17, the land transaction processes and procedures, particularly in the area of withdrawals, will be finalized and implemented.





## Department of Lands 2016-17 Business Plan

The business process mapping workshop included the process of receiving transferred remediated sites from the federal government, as well as developing cooperative arrangements to ensure strong stewardship of adjacent federal and GNWT land to protect the interests of Northerners. The Department will continue to focus on the implementation of the principles and objectives of the Devolution Agreement including maximizing the transfer of federal land to the GNWT.

### PERFORMANCE MEASURES

In response to Department of Lands Goal 1: balance perspectives and maximize benefits, and in support of the GNWT priorities related to land use planning in the NWT, the Department is establishing GNWT land use planning policies to facilitate and support the development and implementation of land use plans throughout the NWT. This will facilitate application of a consistent and transparent approach to land use planning in the NWT.

Land use planning is a shared responsibility in the NWT. Land use plans guide decisions on land and resource use and support the sustainable management and administration of the land. Land use plans provide local community input into the resource management framework, and clarity for proponents on where and how land use activities may take place. Progress towards achieving the target of land use plans throughout the NWT requires a partnership approach, supported by a strong GNWT policy framework. The following two measures indicate progress in this area:

#### **Measure: develop a GNWT Land Use Planning Strategic Framework by March 31, 2017**

The Department has completed a discussion paper on a GNWT Land Use Planning Strategic Framework. The paper has been shared and discussed with planning partners. Following broader stakeholder engagement, a final framework will be adopted in 2016-17. A key component of the Framework is the GNWT's Internal Guidelines for the Review and Approval of Regional Land Use Plans which will be completed in 2016-17.

#### **Measure: Regions with completed and in-progress land use planning initiatives**

Region	Plan(s) in place (Yes/No)
Inuvialuit Settlement Region	Yes (not legally binding)
Gwich'in Settlement Area	Yes
Sahtu Settlement Area	Yes
Tłıchǫ Area	Yes – Tłıchǫ private land No – Scoping Study Complete for public land of the Wek'eezhii Management Area
Dehcho Region	No – Draft plan under negotiation
North/South Slave	No - Recreation Management Planning in progress in the Yellowknife Periphery Area / Discussions with partners on approaches to broader land use planning in these regions

The following measure contributes to achievement of the Department of Lands' Goal 2: uphold public trust. The Department of Lands ensures that GNWT participation in EAs, and GNWT EA decisions, is effective, efficient, and in compliance with legislative time limits. For most aspects of the process, resource management boards control the timing; GNWT controls timing for EA decisions signed by the Minister of Lands. There is a five-month legislated time limit for the



## Department of Lands 2016-17 Business Plan

Minister to sign the decision letter under the MVRMA. This timeline offers certainty in understanding the duration of steps in EA and supports the timely planning for the public, government, Aboriginal governments, proponents, and other potentially affected parties.

**Measure: percentage of GNWT environmental decisions under the MVRMA completed within legislated time limits**

Performance Measure	2014-15	2015-16 Target	2016-17 Target
% of GNWT EA decisions completed within legislated time limits	100% (one GNWT EA decision made)	N/A (no GNWT EA decisions made)	100% (one GNWT EA decision anticipated)

LANDS
-------

**2016-17 Business Plan****Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Departmental Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>4</b>	<b>Proposed Adjustments to Grants &amp; Contributions: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>5</b>	<b>Human Resources Statistics</b>
<b>6</b>	<b>Infrastructure Investments</b>
<b>7</b>	<b>Restatements</b>



DEPARTMENTAL SUMMARY
----------------------

(thousands of dollars)

	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Corporate Management	3,026	3,135	3,047	3,820
Informatics	7,127	7,551	7,119	5,509
Operations	11,248	12,015	11,770	9,717
Planning and Coordination	6,827	7,278	7,332	5,483
<b>Total</b>	<b>28,228</b>	<b>29,979</b>	<b>29,268</b>	<b>24,529</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	20,044	20,423	20,344	17,100
Grants and Contributions	500	600	600	1,013
Other	7,525	8,797	8,165	6,236
Amortization	159	159	159	180
<b>Total</b>	<b>28,228</b>	<b>29,979</b>	<b>29,268</b>	<b>24,529</b>
<b>Revenues</b>	<b>2,410</b>	<b>1,950</b>	<b>1,950</b>	<b>4,144</b>

**HUMAN RESOURCE SUMMARY**

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	103	101
Regional / Area Offices	48	54
Other Communities	-	-
	<b>151</b>	<b>155</b>

<b>Operations Expense Summary</b>
-----------------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS										
	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Corporate Management:</b>										
Directorate	1,121	-	1,121	-	-	-	-	-	-	1,121
Finance and Administration	1,926	-	1,926	-	-	-	89	(110)	-	1,905
Liabilities and Financial Assurances	1,009	(1,009)	-	-	-	-	-	-	-	-
	4,056	(1,009)	3,047	-	-	-	89	(110)	-	3,026
<b>Informatics:</b>										
SSC Informatics	326	-	326	-	-	-	-	-	-	326
Projects and Planning	1,296	-	1,296	-	-	-	-	-	-	1,296
IS and IT	1,936	-	1,936	-	-	-	-	(126)	-	1,810
Geomatics	2,892	-	2,892	-	1	133	-	-	-	3,026
Information Services	510	-	510	-	-	-	-	-	-	510
Amortization	159	-	159	-	-	-	-	-	-	159
	7,119	-	7,119	-	1	133	-	(126)	-	7,127
<b>Operations:</b>										
Program Management and Administration	2,418	-	2,418	-	10	-	30	(204)	-	2,254
Lands Administration	529	-	529	-	-	-	-	-	-	529
Commissioner's Land Administration	2,079	-	2,079	-	6	-	166	(97)	-	2,154
Territorial Land Administration	1,590	-	1,590	-	-	-	-	-	-	1,590
Land Use Administration	629	-	629	(80)	-	-	(30)	-	-	519
Resource Management	3,578	-	3,578	-	12	-	-	(335)	-	3,255
Diamond Resource Management	947	-	947	-	-	-	-	-	-	947
Amortization	-	-	-	-	-	-	-	-	-	-
	11,770	-	11,770	(80)	28	-	166	(636)	-	11,248
<b>Planning and Coordination:</b>										
Policy, Legislation and Communication	1,856	-	1,856	(50)	-	-	(89)	-	-	1,717
Land Use Planning and Sustainability	543	-	543	-	-	-	(60)	-	-	483
Land Use Sustainability	846	-	846	-	-	-	252	-	-	1,098
Project Assessment Branch	1,217	(1,217)	-	-	-	-	-	-	-	-
Land Use Planning	1,861	-	1,861	-	-	-	(167)	(75)	-	1,619
Securities and Project Assessment	-	-	-	-	-	-	-	-	-	-
Project Assessment Branch	-	1,217	1,217	-	-	-	(191)	(25)	-	1,001
Securities Coordination	-	1,009	1,009	(100)	-	-	-	-	-	909
	6,323	1,009	7,332	(150)	-	-	(255)	(100)	-	6,827
<b>TOTAL DEPARTMENT</b>	<b>29,268</b>	<b>-</b>	<b>29,268</b>	<b>(230)</b>	<b>29</b>	<b>133</b>	<b>-</b>	<b>(972)</b>	<b>-</b>	<b>28,228</b>

Operations Expense Summary

(thousands of dollars)

PROPOSED ADJUSTMENTS

									Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
2015-16	Main									
Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions			

Notes:

- Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.
- Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.
- Initiatives** are proposed new funding for the implementation of new programs or functions within a department.
- Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.
- Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.
- Restatements** include departmental reorganizations of functions

## Major Revenue Changes

(thousands of dollars)

## PROPOSED ADJUSTMENTS

	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-	-	-	-	
<b>TRANSFER PAYMENTS</b>							
Federal Cost-shared	-	-	-	-	-	-	
Capital Transfers	-	-	-	-	-	-	
	-			-	-	-	
<b>NON-RENEWABLE RESOURCE REVENUE</b>							
Quarry Royalties	225	-	225	250	25	11.1	Royalty estimate based on historical trends and open permits, and incremental impact of proposed quarry royalty rate increase.
	<b>225</b>		<b>225</b>	<b>250</b>	<b>25</b>	<b>11.1</b>	
<b>GENERAL REVENUES</b>							
Revolving Funds Net Revenue	-	-	-	-	-	-	
	-	-	-	-	-	-	
Regulatory Revenue	25	-	25	40	15	60.0	Regulatory estimate based on historical trend, and incremental impact of proposed increase in regulatory fees.
	-	-	-	-	-	-	
Investment Income	-	-	-	-	-	-	
	-	-	-	-	-	-	
Lease	1,700	-	1,700	2,120	420	24.7	Lease rent estimate based on current lease rolls, and incremental impact of proposed land lease rate increases.
	-	-	-	-	-	-	
Program	-	-	-	-	-	-	
	-	-	-	-	-	-	
Grants in Kind	-	-	-	-	-	-	
	-	-	-	-	-	-	
Service and Miscellaneous	-	-	-	-	-	-	
	-	-	-	-	-	-	
	-	-	-	-	-	-	
	<b>1,725</b>	-	<b>1,725</b>	<b>2,160</b>	<b>435</b>	<b>25.2</b>	
<b>TOTAL REVENUE</b>	<b>1,950</b>	-	<b>1,950</b>	<b>2,410</b>	<b>460</b>	<b>24</b>	

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)											
PROPOSED ADJUSTMENTS											
Explanation of Proposed Adjustments	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter-Departmental Transfers and Other Adjustments	2016-17 Business Plan	
<b>Corporate Management:</b>											
N/A	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
<b>Informatics:</b>											
N/A	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
<b>Operations:</b>											
N/A	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
<b>Planning and Coordination:</b>											
Contributions supporting consultation for land use decisions	100	-	100	-	-	-	-	(25)	-	75	
Contributions supporting land use planning initiatives	400	-	400	-	-	-	50	(75)	-	375	
Contributions supporting sustainable land use management	100	-	100	-	-	-	(50)	-	-	50	
	-	-	-	-	-	-	-	-	-	-	
	600	-	600	-	-	-	-	(100)	-	500	
<b>TOTAL DEPARTMENT</b>	<b>600</b>	<b>-</b>	<b>600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(100)</b>	<b>-</b>	<b>500</b>	

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Human Resources Statistics

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>136</b>		<b>127</b>					
<b>Indigenous Employees</b>	<b>55</b>	<b>40.4%</b>	<b>50</b>	<b>39.4%</b>				
Aboriginal	28	20.6%	26	20.5%				
Non-Aboriginal	27	19.9%	24	18.9%				
Non-Indigenous Employees	81	59.6%	77	60.6%				
Male	63	46.3%	59	46.5%				
Female	73	53.7%	68	53.5%				
<b>Senior Management</b>	<b>14</b>		<b>15</b>					
<b>Indigenous Employees</b>	<b>8</b>	<b>57.1%</b>	<b>9</b>	<b>60.0%</b>				
Aboriginal	3	21.4%	3	20.0%				
Non-Aboriginal	5	35.7%	6	40.0%				
Non-Indigenous Employees	6	42.9%	6	40.0%				
Male	8	57.1%	8	53.3%				
Female	6	42.9%	7	46.7%				
<b>Non-Traditional Occupations</b>	<b>23</b>		<b>32</b>					
<b>Indigenous Employees</b>	<b>9</b>	<b>39.1%</b>	<b>8</b>	<b>25.0%</b>				
Aboriginal	5	21.7%	2	6.3%				
Non-Aboriginal	4	17.4%	6	18.8%				
Non-Indigenous Employees	14	60.9%	24	75.0%				
Male	19	82.6%	25	78.1%				
Female	4	17.4%	7	21.9%				

**2016-17 Infrastructure Investments**

Inuvik Duck Lake Road Office, Upgrade	Upgrades to extend the useful life of the asset; envelope upgrade (insulation, energy efficient windows), foundation work and interior upgrades.
Fort Simpson 4-Bay Garage, Upgrade	Upgrades to extend the useful life of the asset; overhead door, windows, roof drainage, exterior walls/roof, insulation, painting, replace oil tank, boiler, oil separator, lighting, electrical panel, electrical outlets, ceiling fans, bathroom.

## Schedule of Restatements

## Department

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
<b>CORPORATE MANAGEMENT</b>					<b>3,026</b>	<b>4,144</b>	<b>4,056</b>	<b>4,650</b>
	Securities and Project Assessment Restatement	Liabilities and Financial Assurances	Yellowknife	C & B		(779)	(779)	(457)
				Travel		(12)	(12)	(10)
				Materials & Supplies		(13)	(13)	(5)
				Purchased Services				(47)
				Contract Services		(200)	(200)	(296)
				Fees and Payments		(5)	(5)	(4)
				Controllable Assets				(3)
				Computer Hardware Software				(8)
<b>Total</b>					<b>\$ 3,026</b>	<b>\$ 3,135</b>	<b>\$ 3,047</b>	<b>\$ 3,820</b>
<b>INFORMATICS</b>					<b>\$ 7,127</b>	<b>\$ 7,551</b>	<b>\$ 7,119</b>	<b>\$ 5,509</b>
<b>OPERATIONS</b>					<b>\$ 11,248</b>	<b>\$ 12,015</b>	<b>\$ 11,770</b>	<b>\$ 9,717</b>
<b>PLANNING AND COORDINATION</b>					<b>6,827</b>	<b>6,269</b>	<b>6,323</b>	<b>4653</b>
	Securities and Project Assessment Restatement	Project Assessment Branch	Yellowknife	C&B		(706)	(837)	(550)
				Contributions		(100)	(100)	(63)
				Travel		(197)	(229)	(11)
				Materials & Supplies		(12)	(14)	-
				Purchased Services		-	-	(2)
				Contract Services		(125)	(25)	(4)
				Fees and Payments		(11)	(12)	(11)
				Controllable Assets				(6)
				Computer Hardware Software				(1)
	Securities and Project Assessment Restatement	Securities and Project Assessment	Yellowknife	C&B		1,485	1,616	1,007
				Contributions		100	100	63
				Travel		209	241	21
				Materials & Supplies		25	27	5
				Purchased Services		-	-	49
				Contract Services		325	225	300
				Fees and Payments		16	17	15
				Controllable Assets		-	-	9
				Computer Hardware Software		-	-	9
<b>Total</b>					<b>\$ 6,827</b>	<b>\$ 7,278</b>	<b>\$ 7,332</b>	<b>\$ 5,483</b>
					<b>\$ 28,228</b>	<b>\$ 29,979</b>	<b>\$ 29,268</b>	<b>\$ 24,529</b>
<b>REVENUES</b>								
<b>Total</b>					<b>\$ 2,410</b>	<b>\$ 1,950</b>	<b>\$ 1,950</b>	<b>\$ 4,144</b>





# **Annual Business Plan**

**2016-2017**

**Municipal and Community Affairs**



Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest



## Department of Municipal and Community Affairs 2016-17 Business Plan

### 1. DEPARTMENTAL OVERVIEW

#### MISSION

The Minister and the department are responsible for the development and maintenance of community governments, responsive and responsible to residents, with sufficient legal authority and resources to carry out community responsibilities, to provide program and services essential to good community life and to deal effectively with other governments and organizations. The Minister and department are also responsible for protecting the interests of consumers.

#### GOALS

- Strong communities through effective local governance.
- Sound financial management through financial policies, programs and partnerships that provide community governments with sufficient funding and authority to deliver quality public services.
- A dynamic policy framework through legislation, policies and procedures responsive to the changing needs of community governments and stakeholders.
- Effective communication through a comprehensive framework that guides communication within MACA and between government departments and stakeholders.
- Effective infrastructure management through community capacity to effectively respond to increased responsibility for infrastructure development and maintenance.
- Increased public safety through quality public programs and services to educate and improve the safety of NWT residents.
- Environmentally sustainable communities through promoting and encouraging the use of best practices related to energy conservation and climate change adaptation.
- Confident and capable community governments through knowledgeable and skilled community government staff.
- Vibrant and healthy communities through partnering with a broad base of stakeholders to encourage healthy lifestyle choices with a focus on physical activity, youth and volunteer initiatives.

#### KEY ACTIVITIES SUMMARY

The business of the Department of Municipal and Community Affairs (MACA) is divided in seven distinct key activities. These include:

- Community Operations
- Community Governance
- Directorate



## Department of Municipal and Community Affairs 2016-17 Business Plan

- Public Safety
- Regional Operations
- School of Community Government
- Sport, Recreation and Youth

The 2015-16 Main Estimates included an eighth key activity area, Lands Administration. As of April 1, 2015, all functions related to lands administration previously housed at MACA were transferred under Devolution to the new Department of Lands.

### OPERATING ENVIRONMENT

Community governments are the Department of Municipal and Community Affairs' (MACA's) key clients. 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:

- **Community governments face capacity challenges with both elected officials and administrative staff.** Specifically, elected community government leaders face challenges related to developing their capacity to lead effectively, manage limited resources, hire competent administrators and make significant decisions on issues with long term implications. It is also challenging for community governments to hire, train and retain skilled staff in the various positions critical to the operation of a community government.

In support of the 18<sup>th</sup> Assembly's stated priority to foster lifelong learning, skills development, training and employability, the School of Community Government administers the Public Service Capacity Initiative (PSCI). This initiative is delivered in partnership with the Department of Human Resources (DHR), the Northwest Territories Association of Communities (NWTAC) and the Local Government Administrators of the NWT (LGANT). Programs have been developed under this initiative that address both aspects of this challenge: enhancing the capacity of elected local government officials; and training and supporting future Senior Administrative Officers (SAOs) in order to create a more stable, local and effective senior public service in community governments across the Northwest Territories.

- **Community governments continue to face pressures related to the public safety priorities of fire and emergency protection in their communities.**

In support of the 18<sup>th</sup> Assembly's stated priority of building stronger relationships with community governments the Public Safety division works closely with community governments to develop and improve their community emergency management capacity and fire protection services. Public Safety and Regional Operations support community governments as they draft and validate their community emergency plans.

- **Communities are seeking a sustainable community based emergency response, ground ambulance and highway rescue services that reflects local needs and capacity.** Public Safety is leading an Interdepartmental Advisory Committee composed of Department of Justice (DOJ), Department of Transportation (DOT), and Health and Social Services (HSS) to



## Department of Municipal and Community Affairs 2016-17 Business Plan

develop a strategy to support delivery of ground ambulance, highway and medical remote rescue services in the NWT.

- **There are 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.**

In support of the 18<sup>th</sup> Assembly's stated priorities to: foster lifelong learning, skills development, training and employability by enhancing capacity building programs for our youth; and to foster wellbeing and safety by creating opportunities for healthy lifestyles and community leadership for our youth the Sport, Recreation and Youth division has developed and is delivering a broad range of programs and services aimed at youth. These programs and services are designed to help communities establish or expand quality youth programming that supports the mental and physical development of children and youth.

- **There are 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.**

In support of the 18<sup>th</sup> Assembly's stated priority to foster lifelong learning, skills development, training and employability, the department continues to seek out partnership opportunities through the School of Community Government to delivery community government training that will assist in building local northern capacity.

- **Community governments experience significant financial pressures as they strive to balance the diverse interests of residents with a finite level of funding.**

In support of the 18<sup>th</sup> Assembly's stated priority to build stronger relationships with community governments and stakeholders, and in response to the financial pressures faced by community governments, the Community Operations division created a representative stakeholder group of community government officials to provide advice and feedback on changes to MACA's four core funding programs. The Funding Review recommended that MACA use a needs-based funding model for the allocation of all core funding programs, in addition to identifying an existing funding gap of \$37 million dollars. MACA will develop a strategy to move forward with recommendations made in the review, including closing the gap in funding levels required to meet core municipal needs. All work in this area will be advanced in the context of the GNWT's fiscal framework.

Community governments are also able to seek long term funding support to deal with infrastructure needs through existing federal infrastructure programs. The Directorate and the Community Operations division are responsible for administering funding accessed through these federal programs in the NWT and will continue to work with and support community governments as they access these programs.



## Department of Municipal and Community Affairs 2016-17 Business Plan

- **Community governments experience increasingly complex and demanding requirements for accounting and financial management.**

In support of the 18<sup>th</sup> Assembly's stated priority to build stronger relationships with community governments the Department has developed and launched the NWT Community Government Accountability Framework (AF). The AF is a tool that MACA and community governments use to monitor and measure the overall status of a community government from an operational perspective, identifying specific areas where community governments can improve their performance. The AF also provides MACA with important information about the specific support needed by communities across the territory.

- **Communities in the NWT are experiencing the effects of climate change. Climate change will impact community government operations in the areas of finance, community planning, human resources, emergency response and infrastructure design and maintenance.**

In support of the 18<sup>th</sup> Assembly's stated priority to lead environmental stewardship in the NWT by implementation a strategy to mitigate and adapt to climate change, the School of Community Government is working with partners, including the Department of Environment and Natural Resources (ENR), the NWTAC, and Ecology North, to develop and deliver training on climate change awareness and adaptation to senior staff and elected officials with community governments. In addition, the Community Operations division is working to support community governments to address energy efficiency and climate change through appropriate capital and asset management planning.

- **Derelict and abandoned buildings are a challenge for all communities in the NWT. In addition to the inherent fire and public safety risks, they reduce the appeal and value of adjoining properties; they sometimes pose environmental risks; and occupy valuable property available for future development.**

In support of the 18<sup>th</sup> Assembly's stated priority to increase the availability of safe, affordable housing and create solutions for addressing homelessness the Office of the Fire Marshal and the Community Governance division are working with GNWT departments to ensure the orderly disposition of territorial assets within community boundaries.

In addition, the department is working with community governments as they examine the issue of derelict and abandoned buildings within their communities to ensure that adequate support and guidance are available.

### Enterprise Risk Management

In 2015-2016, MACA's Senior Management Committee (SMC) took a lead role in the development a Risk Management process and framework for the department. SMC members and other key staff participated in three days of risk management training in preparation for the identification of departmental risks.



## Department of Municipal and Community Affairs 2016-17 Business Plan

The Department participates in the GNWT's corporate Enterprise Risk Management (ERM) program, including the development of Department-level risk assessments and mitigation plans. The Department has identified its top five risks which relate to its mission and strategic goals, stated above, whereby a failure to achieve progress in any of these areas would constitute a significant risk.

The top five risks for MACA are:

1. **Change Management** – There is a risk that the department will be ill prepared to deal with significant changes to the operating environment, specifically related to self-government and aboriginal consultation requirements, and the continuous and significant change taking place in government-wide systems over the next several years (SAM, FSS, PSS, eProcurement).
2. **Funding for Community Governments** – There is a risk that MACA will not be able to provide adequate core funding to community governments to deliver core services (O&M, W&S, and Capital) at the community level.
3. **Sport, Recreation and Physical Activity Funding** - There is a risk that the GNWT will be required to pay penalties/taxes to the Canada Revenue Agency related to revenues generated by the Western Canada Lottery program leading to a loss of available program funding.
4. **Core Community Support** – As a result of fluctuating capacity at the community government level, there is a risk that MACA's human resource capacity, as well as established programs and services will be inadequate or misaligned to appropriately support and respond to community governments as they deliver core services to residents.
5. **Regulatory Clarity** – There is a risk that MACA's antiquated regulatory system in various areas will result in a lack of clarity for users and stakeholders, challenging the department to deliver regulatory functions appropriately and potentially creating liability for the department and the GNWT.

MACA currently delivers and continues to develop programs and initiatives that will mitigate the department's key risks, including:

**Risk 1: Change Management.** MACA is in the process of developing a department-specific consultation/engagement process, in cooperation with the Department of Aboriginal Affairs and Intergovernmental Relations that will address the department's s.35 Consultation obligations. In addition, MACA continues to work on understanding the department's role in supporting individual community governments as they transition to self-governed communities (e.g. Délı̨ne).

**Risk 2: Funding for Community Governments.** In 2015-2016, MACA completed a comprehensive review of the four core community government funding policies. The review recommended that MACA move to a funding model based on quantifiable community government needs, and identified a funding gap of \$37 million between existing funding levels and needs-based funding levels. In order to mitigate risks in this area, the department will develop a strategy to close the gap in funding levels that will enable community governments to meet core municipal needs. There is an understanding that any consideration of recommended changes to how community governments





## Department of Municipal and Community Affairs 2016-17 Business Plan

are funded will be determined in the context of the GNWT's fiscal framework.

**Risk 3: Sport, Recreation and Physical Activity Funding.** In an effort to mitigate the department's risk in this area, in 2015-16 the department undertook a sport system review aimed at investigating the mandate and goals of the department in the area of sport and recreation. This review was done with the aim of identifying a basis for developing an NWT policy statement that aligns with the Canadian Sport Policy. The review also developed recommendations on possible changes to the distribution of lottery and departmental resources to better support the Minister's mandate. The department is committed to working with stakeholders to consider recommendations from the report, and will use this forum to advance structure and procedural changes as part of the department's intent to assume direct responsibility for the delivery of the Western Canada Lottery Program.

**Risk 4: Core Community Support.** The Accountability Framework (AF) for NWT Community Governments (2013) is the primary tool used by the department to monitor and measure the overall status of NWT community governments from an operational perspective, identifying specific areas where community governments can improve their performance. The AF also provides MACA with important information about the specific support needed by communities across the territory.

As specific areas are identified through the AF (e.g. several communities demonstrate a need for financial management training and support), the department is able to develop and respond to these needs through capacity building programs and specific training programs delivered through the School of Community Governments.

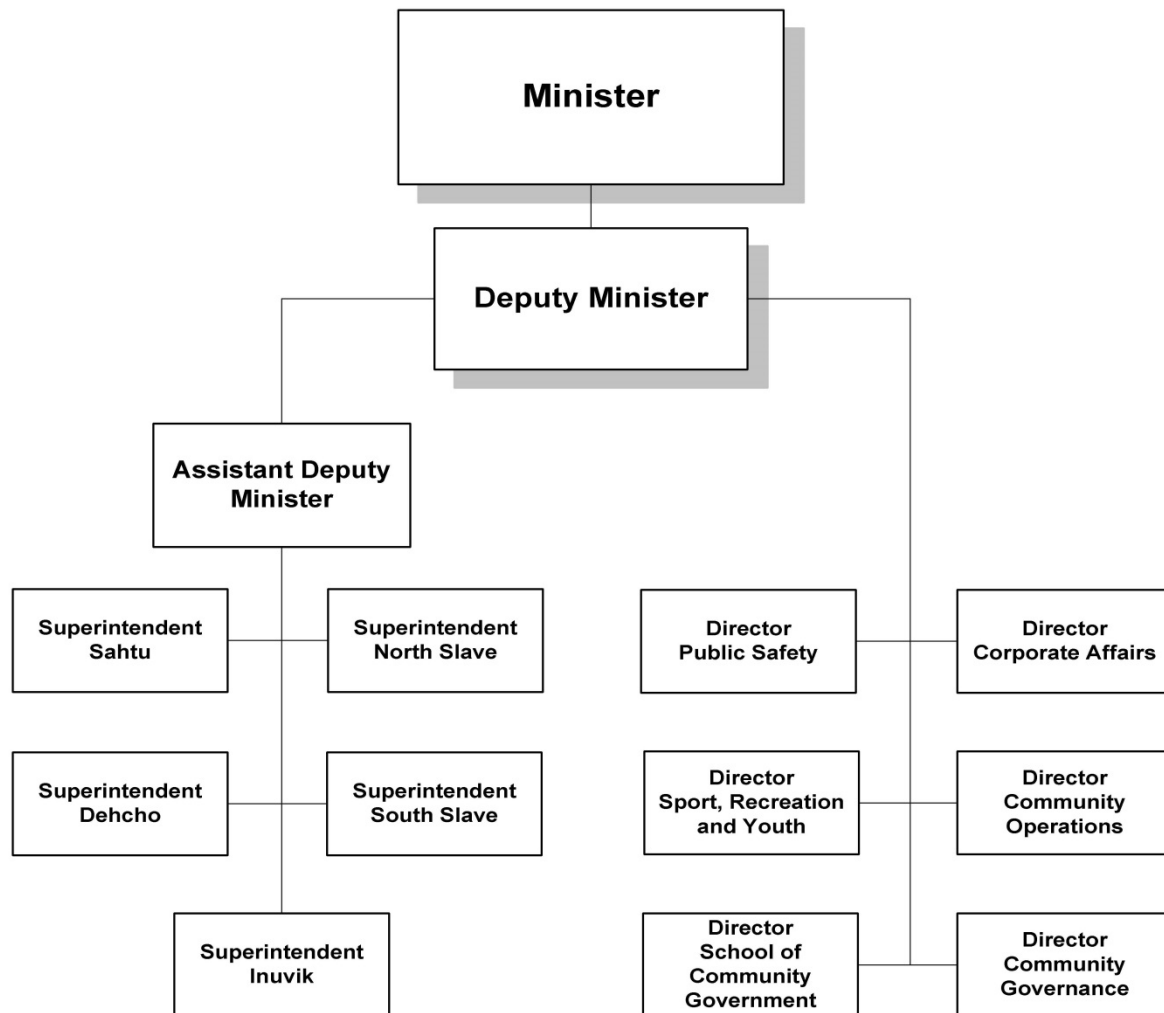
**Risk 5: Regulatory Clarity.** In order to mitigate risks in this area, MACA is in the process of reviewing and amending both the *Civil Emergency Measures Act* and the NWT Emergency Plan. In addition, MACA is in the process of reviewing and proposing amendments to the *Fire Prevention Act* and its regulations to ensure that there is clarity for both the department and for users and stakeholders of this legislation.



## Department of Municipal and Community Affairs 2016-17 Business Plan

### Municipal and Community Affairs

#### Organizational Chart







## Department of Municipal and Community Affairs 2016-17 Business Plan

### 2. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

	(thousands of dollars)			
	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Community Operations	2,043	2,093	2,093	2,612
Community Governance	2,262	2,303	2,303	-
Directorate	3,775	3,915	3,915	5,967
Public Safety	1,526	1,741	1,741	1,708
Regional Operations	84,632	83,588	83,372	80,614
School of Community Government	2,935	3,266	3,261	3,029
Sport, Recreation and Youth	6,367	6,792	6,792	5,401
<b>Total</b>	<b>103,540</b>	<b>103,698</b>	<b>103,477</b>	<b>99,331</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	12,878	12,878	12,855	14,283
Grants and Contributions	84,875	84,371	84,173	80,198
Other	5,777	6,439	6,439	4,840
Amortization	10	10	10	10
<b>Total</b>	<b>103,540</b>	<b>103,698</b>	<b>103,477</b>	<b>99,331</b>
<b>Revenues</b>	<b>187</b>	<b>187</b>	<b>187</b>	<b>1,958</b>

#### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	56	56
Regional / Area Offices	44	44
Other Communities	-	-
<b>Total</b>	<b>100</b>	<b>100</b>



## Department of Municipal and Community Affairs 2016-17 Business Plan

### 3. KEY ACTIVITIES

#### Key Activity 1 – Community Governance

##### DESCRIPTION

The **Community Governance** division coordinates many of the functions that support the planning and management of community governments. The Division provides planning and governance advice to MACA regional offices and community governments. This division is also responsible for the assessment of all land and improvements in the Northwest Territories.

**Program Management** coordinates the work of the division.

The **Community Governance** section provides advice on community governance issues, processes bylaws requiring Ministerial or Executive Council approval, and provides expertise on municipal legislation. The Chief Municipal Electoral Officer function provides advice and support related to community government elections. This section also coordinates MACA's involvement in any implementation or involvement of Aboriginal land claims and self-government processes where applicable.

The **Community Planning** section provides advice on community planning and land use, provides expertise and advice on the applicable legislation, and develops tools to support community governments in their planning efforts. This section also reviews subdivision and land applications within municipal governments.

The **Assessment Services** section is responsible for the assessment of all properties in the Northwest Territories in accordance with the *Property Assessment and Taxation Act* and associated regulations.

##### GOALS

- Provide technical support and advice to the rest of the department, including support for the development of curriculum, in the area of community governance.
- Support community-based planning to help make land available for communities, including assistance with the required bylaws, development and planning tools, which also looks for options to deal with derelict properties and buildings in the communities.
- Ensure that land and improvements in the NWT are assessed in an effective and timely manner and the annual assessment roll is produced subject to the *Property Assessment and Taxation Act*.
- Work in partnership with the SCG, Indigenous and Northern Affairs Canada (INAC), Aboriginal and community governments, to explore the design and launch of training programs for First Nation communities with municipal-like responsibilities, to help improve the governance and management capacity of those communities.
- Support the efforts of the GNWT to build and maintain respectful government-to-governments relations by implementing the government-wide Aboriginal Government Engagement Strategy, and working with the Department of Aboriginal Affairs and



## Department of Municipal and Community Affairs 2016-17 Business Plan

Intergovernmental Relations on a MACA specific Aboriginal engagement process.

- Support the efforts of the GNWT to advance the Federal Engagement Strategy by working closely with Indigenous and Northern Affairs Canada on programs and initiatives.

### DEPARTMENTAL HIGHLIGHTS

#### Community Governance

The 2015/2016 fiscal year was a banner year for municipal elections across the Northwest Territories and very busy for the Community Governance division of MACA, which oversaw 18 separate community elections. MACA continues to work with the Northwest Territories Association of Communities and community governments to promote participation in municipal elections with voters and potential candidates with workshops like 'So you want to run for Council'; and provides continual 'Returning Officer Training' to help community elections go as smooth as possible.

#### Property Assessment

The annual assessment roll was completed for all of the Municipal Taxation Authorities and General Taxation Areas, including Hinterland, in 2015/2016. There was also one General Assessment in 2015; the Town of Fort Smith. From all reports, including comments from the Town, the General Assessment went very well with no significant issues. There are currently no communities in the NWT who have not had a General Assessment within the legislated time-frame of every ten years, as per the Property Assessment and Taxation Act. Incorporating the transfer of land from the Federal government to the GNWT into the assessment rolls, as a result of the Devolution agreement, was also a major task that was completed by the Assessment Services section.

#### Community Planning

MACA successfully provided support to community governments, specifically in the area of community based planning, responding to the requests for advice in the area of community and land use plans, and the review of planning and development related bylaws. The Community Planning section also produced a number of tools to help guide communities through the legislatively required processes.

### PERFORMANCE MEASURES

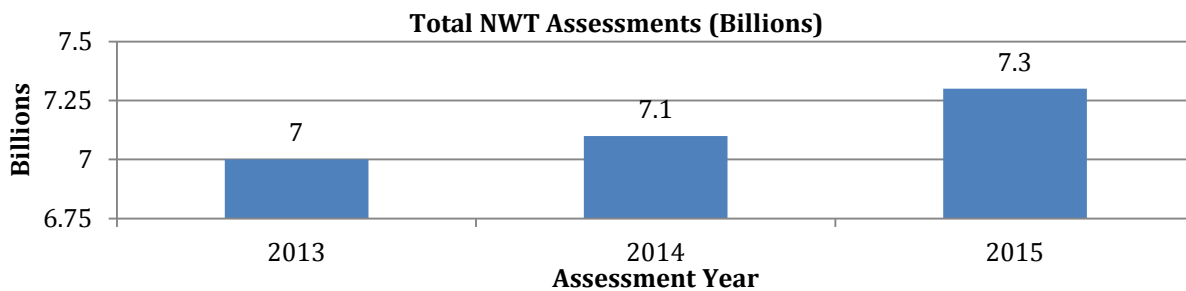
#### Value of Total Assessed NWT Tax Base, by year

In line with the department's established goal in this area, the Property Assessment section ensures that land and improvements in the NWT are assessed in an effective and timely manner, and that these assessments are reflected in the annual assessment roll.

The total tax base for the entire NWT is an estimated \$7.3 billion of valued land and improvements for 2015; an increase of \$0.2 billion over 2014 and \$0.3 billion over 2013.



## Department of Municipal and Community Affairs 2016-17 Business Plan



The Community Governance division of MACA has established the following targets for the 2016/2017 fiscal year include:

- Development of a MACA-specific consultation/engagement process, in cooperation with DAAIR, toward s.35 Consultation obligations; target for completion is March 31, 2017.
- Assist the Délı̨nę Self-Government Transition Team to host the June 6, 2016 Délı̨nę Got'ı̨nę Government (DGG) election, to take place in Délı̨nę; measured by the successful election of a Chief and Council for the new DGG community government.



## Department of Municipal and Community Affairs 2016-17 Business Plan

### Key Activity 2 – Community Operations

#### DESCRIPTION

The **Community Operations** division coordinates many of the functions that support the operations and administration of community governments. The Division provides planning and technical advice to MACA regional offices and community governments as well as representing the interests of community governments on regulatory requirements and standards related to financial reporting and asset management.

**Program Management** coordinates the work of the Division and provides research and recommendations on the community government funding policies and financial and asset management reporting requirements.

The **Community Financial Services** section provides financial advisory services to community governments to help promote their financial viability, good financial management and proper financial reporting practices. This section is responsible for monitoring and analysis of communities' financial information as well as providing advice on public sector accounting guidelines relevant to community governments. Community Financial Services is also responsible for the accounting and implementation of various federal infrastructure funding programs.

The **Asset Management** section coordinates capital planning and infrastructure acquisition and provides technical advice and support regarding capital programs and infrastructure. Responsibility for MACA's participation in the implementation of the Managing Drinking Water Quality in the Northwest Territories: A preventative Framework and Strategy initiative falls within this section. 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. This section is also responsible for coordinating MACA's responsibilities for environmental liabilities.

#### GOALS

- Develop a strategy to close the gap in community government funding levels to ensure that formula funding is adequate and enables community governments to deliver core services (O&M, W&S, and Capital) at the community level.
- Assist community governments to improve energy efficiency and conservation, and to reduce the impact of climate change by supporting the development of community government capital and asset management plans which take into account new building technologies that assist in climate change adaptation.
- Finalize an Asset Management Strategy for NWT community governments, targeting initial implementation in 2016-2017, as part of the Gas Tax Agreement requirement to show progress by 2018.
- Provide community governments with technical assistance to identify and take actions that will improve energy efficiency in community government buildings.
- Contemplate potential options to enable community governments to establish revolving funds to support resident-driven energy efficiency measures.



## Department of Municipal and Community Affairs 2016-17 Business Plan

- Take further action to monitor drinking water quality as well as support community-based water monitoring programs.
- Install remote water monitoring stations in five additional communities and build three additional water treatment plants.

### DEPARTMENTAL HIGHLIGHTS

The following efforts by the Department of Municipal and Community Affairs reflect the priorities of the Legislative Assembly: to lead environmental stewardship in the Northwest Territories; to support the use of energy-efficient technologies; and to build stronger relationships with community governments.

#### **Safe drinking water**

MACA works with community governments to ensure that water treatment plants are fully operational and provide residents with drinking water that meets the water quality regulations and guidelines established by government. In the past 10 years, sixteen (16) water treatment plant upgrades have been completed. MACA also has remote monitoring equipment installed in 6 communities to allow experts in Yellowknife the ability to monitor and trouble shoot plant operations online. In addition, the circuit rider program provides hands-on training and support to water plant operators.

In 2016, MACA, under the guidance of the Interdepartmental Drinking Water Committee (made up of representation from the departments of MACA, Environment and Natural Resources, Health and Social Services and Public Works and Services) launched [www.nwtdrinkingwater.ca](http://www.nwtdrinkingwater.ca), a website designed to inform residents about water treatment measures, monitoring and testing, source water protection and other important aspects of the NWT's drinking water.

#### **Financial training and operational reviews**

In an effort to mitigate the department's risk in the area of core community support, MACA continues to work on identifying areas in need of additional support, and then developing ways to deliver appropriate supports to NWT community governments.

MACA regularly provides financial management training locally to community government councils and administration, in coordination with the School of Community Government to increase capacity for financial management at the community level.

In addition, the Department also conducted financial operational reviews in two communities to highlight problem areas in their financial practices and make recommendations for improvement.

#### **Capital and asset management planning**

MACA is committed to supporting environmentally sustainable communities through the promotion and use of best practices related to capital and asset management and planning, energy conservation and climate change adaptation. As such, MACA began development of an Asset Management Strategy for NWT community governments, targeting implementation by 2018 as part of the Gas Tax Agreement requirement to show progress. A working group was formed with the NWTAC and community government representatives to guide the planning stage and ensure that the strategy will work for all different types of community governments. A draft strategy has been developed that includes recommendations and an implementation work plan.





## Department of Municipal and Community Affairs 2016-17 Business Plan

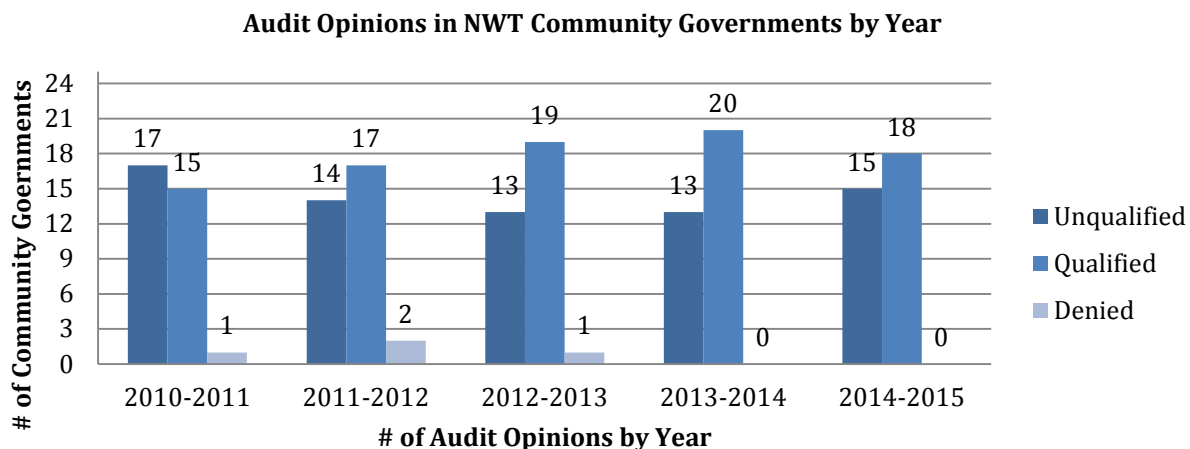
### PERFORMANCE MEASURES

The Community Operations division collects several different types of data which provide insight into the financial health of NWT community governments, including information about audit opinions and accumulated surpluses and deficits. This information will support the department's goal of developing a strategy aimed at closing the funding gap in community government funding levels.

#### Number of community governments with unqualified/qualified/denied audit opinions

Qualified and denied audit opinions may be an indication of problems with financial management. Of the 18 qualified opinions, five had qualifications based on accounting deficiencies, four had qualifications not related to MACA funding/programs, eleven lacked estimates related to the cost of remediating their landfills (a new requirement by the Public Sector Accounting Board) and eight lacked adequate documentation related to fundraising activities (e.g., bingos).

For the fiscal year ending December 31, 2014, for municipal governments under the Cities, Towns and Villages Act, or March 31, 2015, for all others, 15 out of 33 community governments had unqualified audit opinions, 18 had qualified opinions and no community governments had a denied audit opinion.



#### Number of community governments with accumulated surpluses or deficits

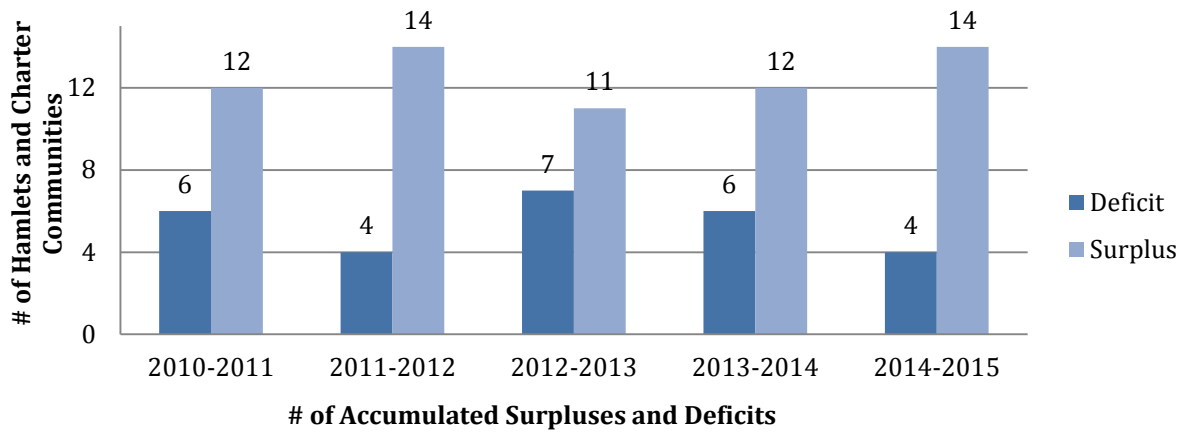
A funding surplus would indicate that a community government has made the required decisions to operate within the funding available; it does indicate that community governments are receiving adequate funding based on their quantified needs.

Four out of 18 hamlets and charter communities were in a deficit position in their General Fund at March 31, 2015. Two of nine First Nations designated authorities had consolidated accumulated deficits as of March 31, 2015. No cities towns and villages were in a deficit position as of March 31, 2015. Due to the dual reporting relationship to both the territorial and the federal government, it is difficult to determine if the surpluses and deficits attributable to municipal operations.

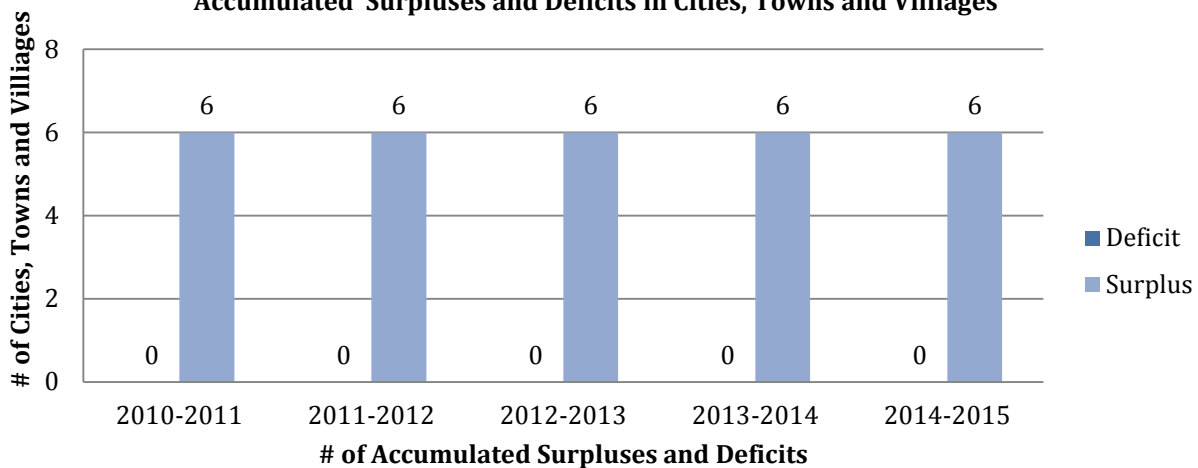


## Department of Municipal and Community Affairs 2016-17 Business Plan

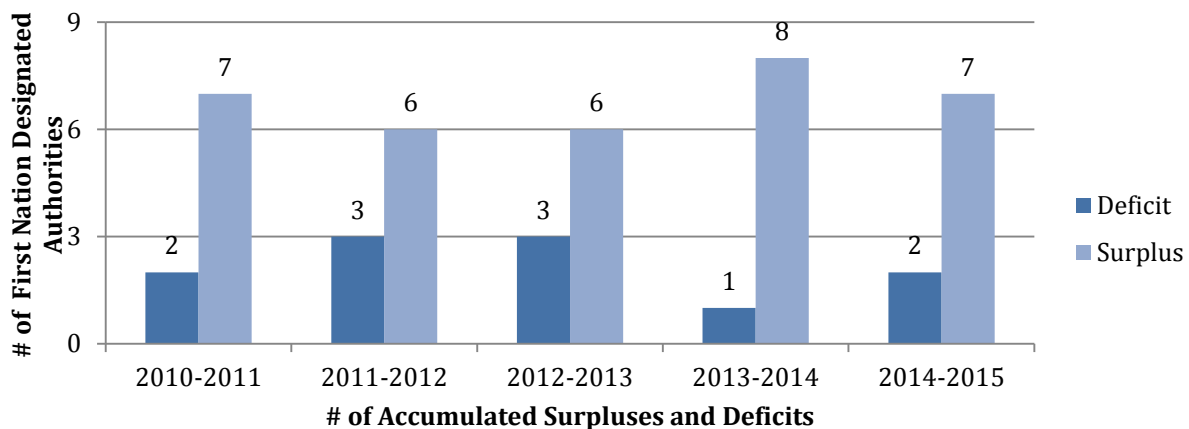
**Accumulated Surpluses and Deficits in Hamlets and Charter Communities**



**Accumulated Surpluses and Deficits in Cities, Towns and Villages**



**Accumulated Surpluses and Deficits in First Nation Designated Authorities**





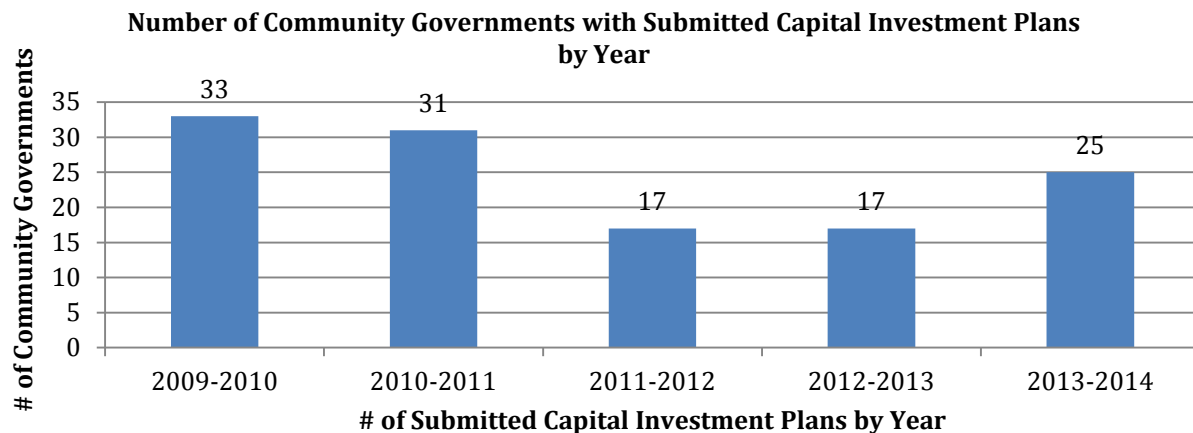


## Department of Municipal and Community Affairs 2016-17 Business Plan

### Number of community governments that submitted an updated capital investment plan

MACA has been mandated to assist community governments to improve energy efficiency and conservation and to reduce the impact of climate change by supporting the development of community government capital and asset management plans. This measure provides very clear information about progress in this area.

Capital Investment Plans provide a critical roadmap for future development of community public infrastructure. By March 31, 2015, 25 of 33 community governments had an updated, council-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. Community Operations works in collaboration with Regional Operations to track and monitor this data.



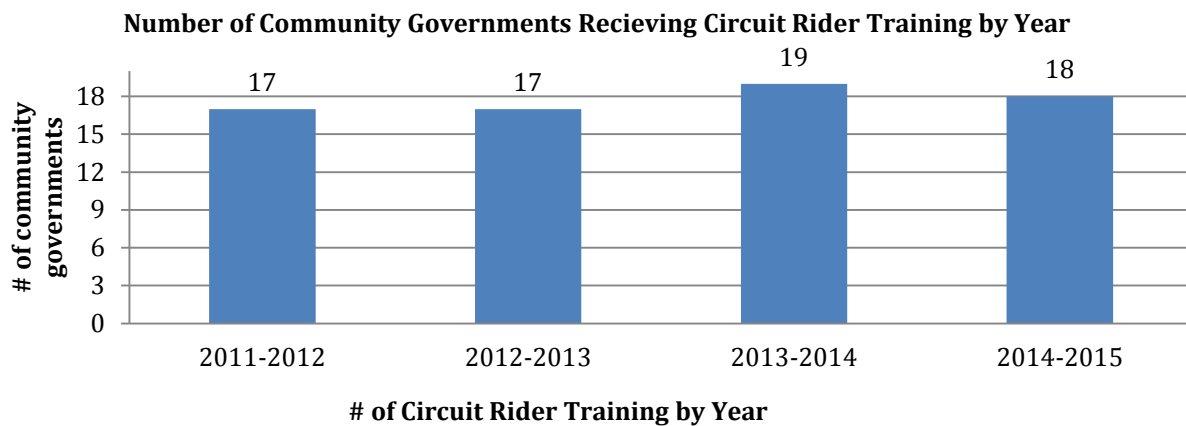
### Number of community governments that received training through the Circuit Rider Training Program

The department has identified the development and delivery of additional actions to support community-based water monitoring programs as a goal of the Community Operations division. One of the actions undertaken by the department to support this goal is the delivery of the Circuit Rider Training Program.

MACA administers a Circuit Rider training program 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 2014-15, 18 community governments received Circuit Rider training and assistance.



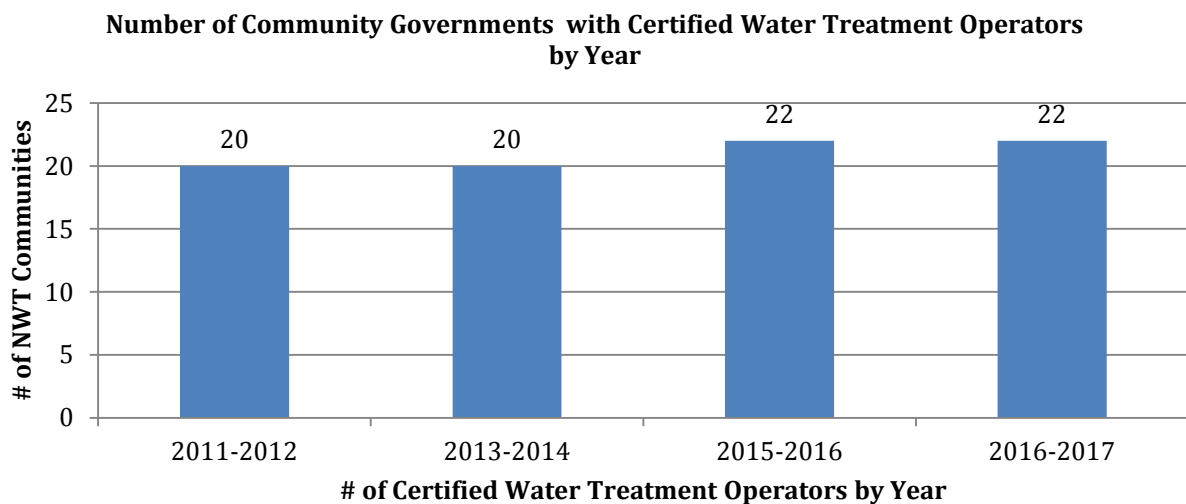
## Department of Municipal and Community Affairs 2016-17 Business Plan



### **Number of community governments with certified Water Treatment Plant operators**

Similar to the previous measure, this measure provides insight into the departments stated goal of taking further action to monitor drinking water quality as well as support community-based water monitoring programs.

Currently, 22 out of the 30 community governments with water treatment plants have operators certified to the classification level of the plant. The eight community governments without a certified operator are making the effort to send their operators to the earliest available course offered by the School of Community Government.





## Department of Municipal and Community Affairs 2016-17 Business Plan

### Key Activity 3 – 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 and records management advice and manages many administrative services.

**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

#### GOALS

- Comprehensively review and modernize the Fire Prevention Act and its Regulations.
- Modernize the Civil Emergency Measures Act (CEMA) and update the NWT Emergency Plan.
- Reconsider how lotteries are managed in the NWT in light of a 2011 audit of the Sport North Federation indicating that the Canada Revenue Agency may deem lottery income generated by the NWT Sport and Recreation Council (SRC) to be for-profit, and thus taxable, activity.
- Contemplate potential options for the development and implementation of ATIPP legislation for Community Governments in the NWT.
- Contemplate potential options to enable community governments to establish revolving funds to support resident-driven energy efficiency measures.
- Participate in a performance audit of the Department of Municipal and Community Affairs that is to be completed by Auditor General of Canada by August 2016.
- Continue the process of creating an updated strategic plan (MACA's most recent strategic plan expired on March 31, 2015).
- Complete the bi-annual MACA Client Satisfaction Survey.



## Department of Municipal and Community Affairs 2016-17 Business Plan

- Support the efforts of the GNWT to build and maintain respectful government-to-governments relations by implementation the government-wide Aboriginal Government Engagement Strategy, and working with the Department of Aboriginal Affairs and Intergovernmental Relations on a MACA specific Aboriginal engagement process.
- Support the efforts of the GNWT to advance the Federal Engagement Strategy.

### DEPARTMENTAL HIGHLIGHTS

The following efforts by the Department of Municipal and Community Affairs reflect the priority of the Legislative Assembly to build stronger relationships with community governments.

#### Funding Formula Review

MACA has completed a review of the department's core funding formulae. These are: Operations and Maintenance Funding (O&M), Water and Sewer Services Funding (W&S), Community Public Infrastructure Funding (CPI) and Gas Tax Funding. The Funding Review recommends that the department adopt a needs-based approach to O&M and CPI funding, similar to the existing W&S formula. Total need amounts for CPI replacement and O&M have been developed, as well as an estimate of the amount of Own Source Revenue each community is capable of generating.

In an effort to mitigate the department's risk in the area of funding for community governments, MACA will continue to attempt to find solutions within the context of the GNWT's fiscal framework.

#### Legislative Initiatives

MACA is responsible for administering 19 statutes and their associated regulations. The department's legislative agenda is developed in response to the priorities identified by the Government of the Northwest Territories. The following legislative initiatives began in 2015-2016 and form part of the mandate commitments of the 18<sup>th</sup> Legislative Assembly:

- Reviewing and modernizing the *Fire Prevention Act*, and amending the *Fire Prevention Regulations*;
- Develop and propose amendments to the necessary legislation in order to eliminate any negative tax implications related to lottery revenues;
- Repealing and replacing the *Civil Emergency Measures Act*, and developing new emergency management regulations; and,
- Exploring options for the way the Western Canada Lottery is run in the NWT, including the option to develop a new statute to establish a GNWT-owned lottery corporation.

#### Access to Information and Protection of Privacy Legislation for Municipalities

Since 2000, Standing Committees tasked with the review of the Information and Privacy Commissioner's annual reports have generally supported the Commissioner's recommendations to bring municipalities under some form of access and privacy legislation. Both Committee and the Commissioner believe that giving the public the legal right to access information held by municipalities will hold officials more accountable for the decisions made. Also, bringing municipalities under the ATIPP Act would better protect the personal information they hold. The Departments of MACA and Justice completed some preliminary stakeholder consultation and are working to complete a final report on the issue of the application of access and privacy legislation



## Department of Municipal and Community Affairs 2016-17 Business Plan

for community governments.

### Key Activity 4 – 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 provide advice and support to community governments on a range of issues and topics. They advise community governments on governance, budgeting, debt recovery, and sound financial management and reporting. They support community governments in the planning exercises for land use, emergency management, capital investment, and asset management.

Regional staff are the key delivery agent for the Accountability Framework. They facilitate the collection and validation of the information collected through the framework exercise. They are then the lead in responding to the priorities for engaging with each individual community.

The region is also the front line delivery for federal infrastructure programs. Implementation of the programs, oversight and reporting on use of federal funds is primarily collected through the regional offices with support from headquarters. Regional Operations staff work with Community Operations staff to complete reporting on funds for Canada.

Regional Operations staff work in an integrated manner with headquarters program units. They are often the delivery arm for the program delivery and receive technical and other support from the headquarters staff.

**Regional Superintendents** have a key role as the primary contact working with community governments to support them in developing good governance and operational practices. They also play a role with other government agencies in an effort to support community governments. For example, the Regional Superintendent of MACA is the Chairperson of the Regional Emergency Response Committees. Regional Superintendents are also key players in supporting the implementation of Self Government subject to the provisions of each individual agreement. Regional Superintendents are key advisors for community governments and are often asked to represent regional perspectives on Departmental activities.

**Assistant Superintendents** support the implementation of the region's corporate financial responsibilities for the department. They also support the area of resource impacts to community governments and are the lead of the regional efforts to engage community governments in the Accountability Framework. They work with community governments to complete the self-assessment exercise, they support the regional validation of the information and then support the creation of community specific strategies to address areas of improvement identified through the Accountability Framework.

**Assistant Fire Marshals** support fire prevention and response in communities by undertaking training activities, local inspections and investigations. These staff are also key support personnel to the Regional Superintendent in emergency response and management exercises.

Regional **Infrastructure** staff (capital planners, Works staff) provide sound technical advice and



## Department of Municipal and Community Affairs 2016-17 Business Plan

support, as well as give community governments hands on support in the development and maintenance of capital and asset management plans. These staff will be key individuals in the implementation of the Department's Asset Management Strategy starting in 2016-2017.

**Recreation Development Coordinators** and **Youth and Volunteer Officers** support healthy choices, youth development, volunteer support and physical activities and recreational development activities through partnerships with a wide variety of stakeholders across each respective region.

### GOALS

- Provide quality, consistent program delivery for all NWT community governments. This includes ensuring all communities are informed about opportunities for funding, training, workshops, and receive professional advice and support from the Department.
- Working collaboratively with the Community Operations division, continue to lead the department to leverage available funding through the New Building Canada Plan (and other federal infrastructure funding programs), and pursue new federal funding to invest in community public infrastructure.
- Work closely with the Community Governance division, community government Councils and staff and other GNWT Departments to advance interests in negotiating and implementing self-government agreements in the NWT.
- Use data collection and analysis under the Accountability Framework (AF) to understand how community governments in each region are performing and to identify how each regional office can support community governments in an effort to seek ongoing improvement.
- Support the efforts of the GNWT to build and maintain respectful government-to-governments relations by implementation the government-wide Aboriginal Government Engagement Strategy, and working with the Department of Aboriginal Affairs and Intergovernmental Relations on a MACA specific Aboriginal engagement process.
- Support the efforts of the GNWT to advance the Federal Engagement Strategy.

### DEPARTMENTAL HIGHLIGHTS

The following efforts reflect the priority of the Legislative Assembly to increase transparency and accountability, as well as to build stronger relationships with community governments and stakeholders.

#### **Accountability Framework**

In 2015-2016, MACA collected its first full year of data under the department's Accountability Framework (AF) for NWT Community Governments (with 2014-2015 being a pilot year of implementation). The AF provides an assessment tool for community governments using a range of key indicators that represent core areas of community government operations determined critical to their success. Community government results under each indicator are scored green, amber or red, using the stoplight analogy to indicate success, concern, or problem areas for each community government.





## Department of Municipal and Community Affairs 2016-17 Business Plan

In 2014-2015, the majority of communities were scoring “amber” or “red” in the areas of Strategic Planning, Human Resource Planning, Asset Management and Fire Protection. Those areas have shown an increase in the number of community governments scoring “green” in 2015-2016. MACA has also changed the format of its reporting to community governments to include information on year-over-year changes. Additional detailed comments regarding performance and potential supports for improvement in each specific indicator, as well as highlighting some overall opportunities to engage with the department is also now provided. This tool has received positive feedback from community governments and is seen as a strong support for community government work plans, as well as a means for engaging with MACA.

In an effort to mitigate the department’s risk in the area of core community support, MACA continues to work on developing response guidelines for issues of escalating concern identified through the AF, including how and when to increase supports to community governments in specific areas.

Collaboration with the Department of Aboriginal Affairs and Intergovernmental Relations (DAAIR)  
In 2015-2016, MACA engaged with DAAIR on two areas. The first was to conduct a pilot for Aboriginal Consultation related to a boundary change application for the Town of Fort Smith. This project was initially handled as a pilot for MACA by Regional Operations. The aim is for the ongoing delivery of this function to become a Community Governance task as MACA’s aboriginal consultation processes are determined for implementation. Secondly, in partnership with the Community Governance division, Regional Operations staff engaged on a work plan to support self-government implementation in Délı̨ne. The Sahtu Regional Office has been working with the community government to determine tasks required to transition from the existing community government to the newly created self-government.

In an effort to mitigate the department’s risk in the area of change management, MACA continues to work on understanding the department’s role in supporting individual community governments as they transition to self-governed communities as well as what responsibilities the department may be required to fulfill specifically related to Aboriginal consultation requirements.

### **Tłı̨chǵ Self-Government Agreement**

In the North Slave, a working group established to support community governments under the Tłı̨chǵ Self-Government Agreement continues to see positive results. By working together with regional staff, community governments have been able to improve on bylaws and policies, as well as continue to advance their work under the Accountability Framework.

### **Municipal Administration, Supervision, and Co-management**

Municipal Administration or Municipal Supervision under legislation or Co-management with agreement of the community government are tools that can be used to address specific issues in community governments. In 2015-2016 MACA saw tremendous improvement in a few communities by using these tools and having dedicated support from regional staff and technical staff support from headquarters. In Fort McPherson, the Municipal Administrator implemented a deficit recovery plan to recover over \$2 million in debt and MACA looks forward to returning the community to an elected Hamlet Council in the fall of 2016. The Hamlet of Paulatuk continues to make progress under Municipal Supervision and the Hamlet of Fort Liard has made tremendous progress under a shorter term co-management arrangement. This flexibility to respond to specific needs of community governments is one of the strengths that the regional delivery model has provided to the Department.



## Department of Municipal and Community Affairs 2016-17 Business Plan

### Small Communities Fund and Gas Tax Agreement

In 2015-2016, MACA initiated the implementation of the Small Communities Fund and saw thirteen applications for funding approved. MACA will continue to work with the remaining twenty communities to receive and seek approval for their projects in 2016-2017. MACA has also completed an amendment to the Gas Tax Administrative Agreement for implementation in 2016-2017. Under the Gas Tax Agreement, MACA will also commence work on an Asset Management Strategy with the goal of having asset management plans in place for all community governments within three years.

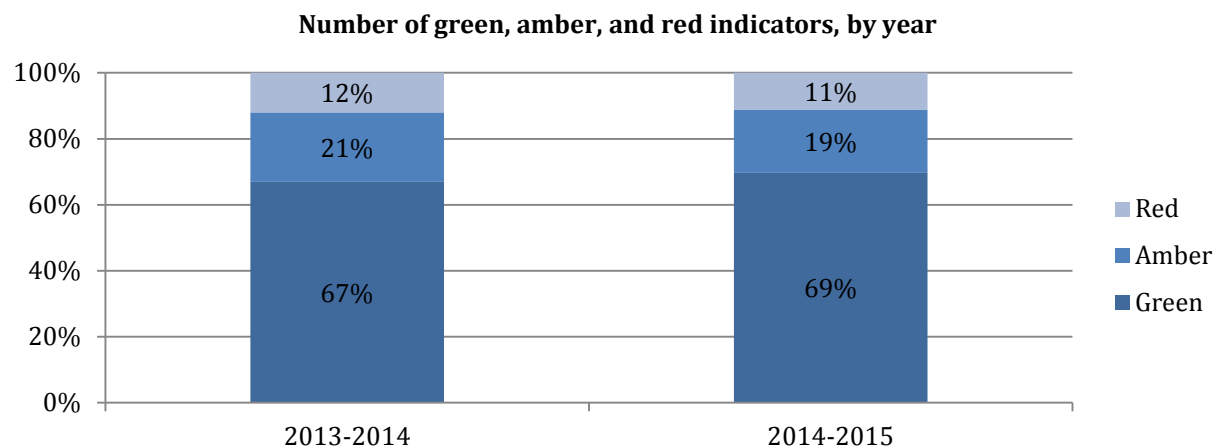
### PERFORMANCE MEASURES

Historically, the Regional Operations Key Activity Area has not provided performance measures. However, in the 2015-2016 Business Plan, the department indicated that measures derived from the Accountability Framework reporting process would be included in future Departmental Business Plans. Complete reporting information will be available for review in the 2017-2018 Business Plan.

### Number of green, amber, and red indicators, by year (Accountability Framework)

In 2013-2014 and 2014-2015, MACA collected information on the key indicators included in the Accountability Framework. The collection and analysis of this data allows the department to work towards its goal of understanding the performance of community governments across the territory. This information also provides clear information to the department about any gaps in support currently being provided, and the success of any new supports as they are developed.

The preliminary indicator results show that some progress has been made as the number of red and amber indicators (showing difficulties in a particular area at the community government level) have decreased and the number of green indicators (showing success at the community government level) have increased.



The Department plans to make ongoing improvements to the Accountability Framework and its implementation. In 2016-2017, MACA intends to collect data in a timelier manner to ensure that engagement with the community government can take place while the information is current. In addition, MACA intends to improve its own internal tracking of data collection and engagement with community governments for various aspects of the Accountability Framework including





## Department of Municipal and Community Affairs 2016-17 Business Plan

quarterly reporting.

MACA will assess performance related to the implementation of the Accountability Framework using measures such as:

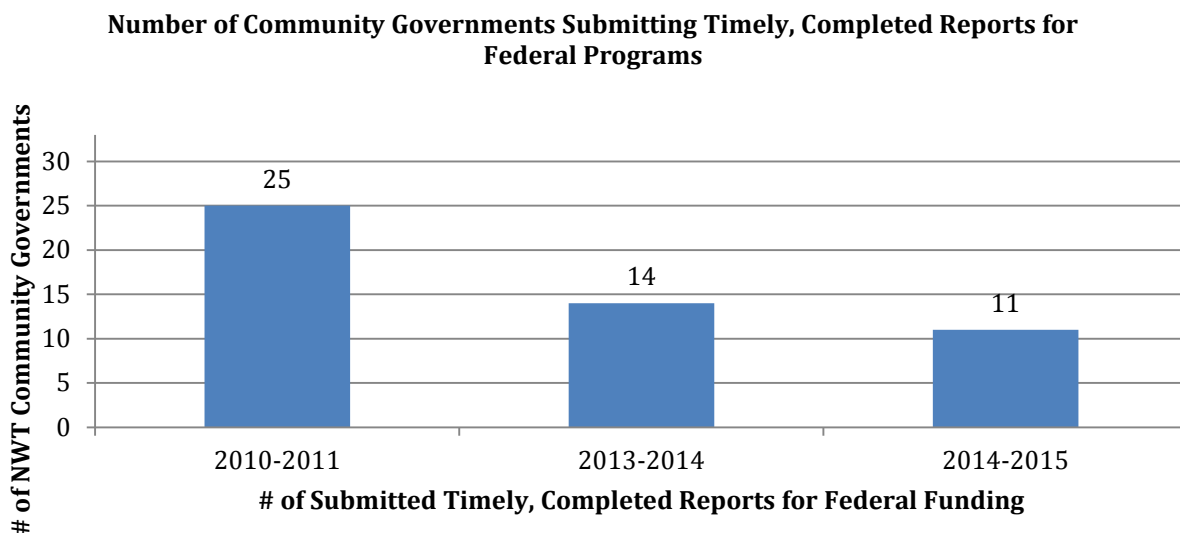
### **Number of community governments who are compliant with the submission deadline for the Accountability Framework**

In 2014-2015, 100% of community governments provided information through the Accountability Framework reporting tool.

### **Number of community governments submitting timely, completed reports for federal programs**

Regional Operations works in collaboration with Community Operations to track and monitor this data, as it provides an indication of success as the department works towards its goal of leveraging available funding through the New Building Canada Plan (and other federal infrastructure funding programs).

Regular quarterly reporting is a mandatory requirement as per the federal funding agreements. The department has received 11 of 33 of the March 31, 2015 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 additional assistance is provided promptly to support those community governments to regain compliancy with the agreements and to ensure funding continues to flow.



In 2014-2015, MACA withheld a total of \$5,301,618 in available federal funding due to non-compliance by community governments.

As part of its mandate, the 18<sup>th</sup> Legislative Assembly has committed to leverage funding through the New Building Canada Plan to invest in community public infrastructure. Community governments have access to two key federal funding programs as of April 1, 2016, the Gas Tax Program and the Small Communities Fund. Additional programs may become available as announced under the



## Department of Municipal and Community Affairs 2016-17 Business Plan

2016 federal budget.

In March 2016, a total of 13 projects were approved by Canada under the Small Communities Fund. MACA anticipates that the remaining twenty community governments will apply for and receive federal approval for their projects in 2016-2017.

As the departmental lead on this commitment, MACA will assess performance against this commitment by tracking data and information in several areas including:

- Amount of gas tax funding spent annually, by type, number and amount of expenditure

### Amount of 2014-2015 gas tax funding spent annually, by type, number and amount

Project Type	Number of Projects	Amount of Expenditure
Water	9	\$ 6,044,699.00
Wastewater	14	\$ 4,600,703.00
Solid Waste	4	\$ 1,592,878.00
Community Energy Systems	5	\$ 223,933.00
Active Transportation	8	\$ 1,276,374.00
Capacity Building	3	\$ 20,747.00
Recreational Infrastructure	1	\$ 30,750.00
Sport Infrastructure	1	\$ 63,725.00
<b>Total</b>	<b>45</b>	<b>\$ 13,853,809.00</b>

- Number of completed projects, by year and by community
- Overall community government compliance rates with gas tax agreements (reporting requirements and appropriate use of funds); and
- Overall community government compliance rates with other federal agreements (reporting requirements and appropriate use of funds).



## Department of Municipal and Community Affairs 2016-17 Business Plan

### Key Activity 5 – 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, issues occupancy permits, conducts fire safety inspections and investigations, and takes enforcement action when fire safety regulations are contravened.

**Emergency Management** is responsible for territorial, regional and community emergency management and planning.

**Consumer Affairs** administers consumer, lottery, business, and real estate agent licensing, and responds to consumer complaints.

#### GOALS

- Modernize the *Civil Emergency Measures Act* and revitalize the Territorial Emergency Response Plan;
- Develop and propose amendments to the *Fire Prevention Act*, and work with stakeholders to identify priorities for community fire protection;
- Support community governments in dealing with derelict properties;
- Enhance public education of consumer rights and responsibilities;
- Implement a territorial public alerting system; and
- Work with flood prone communities to support mitigation planning and projects aimed at reducing future risks and costs.

#### DEPARTMENTAL HIGHLIGHTS

The following efforts by the Department of Municipal and Community Affairs reflect the priority of the Legislative Assembly to build stronger relationships with community governments, as well as fostering the wellbeing and safety of NWT residents.

##### **Emergency Management**

In 2015-2016, the department coordinated GNWT involvement in Operation NANOOK, a Canadian Armed Forces live exercise. It included exercise activity to practice the NWT emergency response system and support to a community emergency management committee during an emergency. Fort Smith was involved and participated in a number of table top and live field exercises to validate and test the evacuation components of their emergency plan.



## Department of Municipal and Community Affairs 2016-17 Business Plan

MACA completed a comprehensive After Action Review to evaluate territorial and regional civil emergency response efforts during the 2014 wildfire season. Lessons learned from this event are helping the NWT's emergency response system keep pace with the effects of a changing environment.

MACA implemented a broadcast intrusive public alerting system for the NWT based on a national platform. Broadcaster participation became mandatory in March 2015, enabling the Department to conduct a live test in preparation for full implementation in 2016-2017. It is anticipated further enhancements will include amber alerts and a web-based public portal.

In 2015-2016, MACA chaired an interdepartmental advisory committee which completed research for the implementation of a basic 9-1-1 system in the NWT. Research has been completed on 9-1-1 and the initiative is under consideration as a future strategic priority of the GNWT.

The department developed a web-based multi-agency rescue coordination system in 2015-2016 to maximize the efficiency of medical first response and rescue on territorial highways and at non-serviced remote locations. The system replaces the dated Highway Emergency Alerting Protocol (HEAP).

MACA chairs the Territorial Emergency Response Committee (TERC) which is the primary planning forum for government emergency preparedness. Membership in TERC includes all GNWT departments, federal government, private, and non-government organizations with emergency management mandates in the NWT. In 2015-2016, TERC supported civil emergency response efforts in Enterprise, K'at'l'odeeche and Hay River resulting in substantial planning effort and partial evacuation of high risk neighborhoods. Separate flood and wildfire events threatening Aklavik and Jean Marie River resulted in monitoring and response planning.

As part of the work around modernizing CEMA, and in response to the GNWT mandate, MACA began an update to the NWT Emergency Plan to ensure a prompt and coordinated response by the GNWT and its partners to territorial emergencies affecting all or parts of the NWT. A collaborative approach is underway to ensure a suitable replacement model is adopted and this work is occurring in concert with a modernization of the *Civil Emergency Measures Act*. The 2014 Wildfire After Action Review will inform this work and completion is anticipated in fall 2016.

### **Office of the Fire Marshal**

In 2015-2016, the Department completed an examination of the plan review function to ensure the Department is meeting its regulatory responsibility pursuant to the *Fire Prevention Act*, and to validate and/or improve alignment of regulatory requirements with the current operating environment. Working with industry stakeholders, MACA will use the results to develop guidelines for industry. Work in this area is directly related to mitigating the department's risk in the area of regulatory clarity.

MACA supports the GNWT priority of building and maintaining strong relationships with community governments and stakeholders, and the Minister's mandate of working with stakeholders to identify priorities for Community Fire Prevention Plans through the work of the Office of the Fire Marshal (OFM).

The OFM leads a Committee mandated to undertake priority initiatives aimed at supporting and strengthening community fire protection in the NWT called the Community Fire Protection



## Department of Municipal and Community Affairs 2016-17 Business Plan

Advisory Committee. Recently, this committee implemented a comprehensive community fire protection work plan which identifies short and long term actions designed to support and strengthen fire protection capabilities of NWT communities. Represented on the Committee are the Local Government Administrators of the NWT (LGANT), the NWT Fire Chief's Association, the NWT Association of Communities (NWTAC) and the NWT Workers Safety and Compensation Commission (WSCC).

The GNWT, through the Minister of MACA has also been mandated to support community governments in dealing with derelict properties within their community boundaries. MACA will continue to work with the LGANT, the NWT Fire Chief's Association, the NWTAC and the WSCC to address derelict or abandoned structures which pose a fire risk to residents. A management strategy has been developed which was piloted in Tuktoyaktuk in August 2015. It is MACA's intention to expand this work to other communities starting in 2016-2017.

### Consumer Affairs

In 2015-2016, MACA continued to provide support and information to NWT residents concerning consumer protections, rights, and responsibilities, which included updated guidelines for lottery licensing.

## PERFORMANCE MEASURES

### Emergency Management

The 18<sup>th</sup> Legislative Assembly has mandated departments to build stronger relationships with community governments, and through these stronger relationships, foster the wellbeing and safety of NWT residents. MACA is approaching this mandated activity in several ways, including through support provided to community governments as they prepare for and deal with emergency situations. MACA's support of community governments in this area is shown through the following measures.

#### Number of effective instances of implementation of the territorial emergency response plan

MACA effectively implements the territorial emergency plan when a response is required that exceeds a community government's response capacity. In 2014-2015, MACA coordinated territorial and regional emergency response committees which supported the following activities:

	2014-2015
Communities experiencing increased wildfire risk	11
Community evacuations	2
Remote area evacuations	4

#### Number of MACA-led community emergency planning workshops and table top exercises

MACA promotes awareness and understanding of emergency management and supports increased emergency preparedness at the community government level. In 2014-2015, MACA conducted community emergency planning workshops in Sachs Harbour, Fort Smith and Kakisa and conducted table top exercises in Whati, Yellowknife and Fort Smith.



## Department of Municipal and Community Affairs 2016-17 Business Plan

### Number of communities with updated emergency plans

As of March 31, 2015, nine (9) communities had updated emergency plans which had been validated in the past two years; twenty-three (23) communities have emergency plans which are two years or older that require updating or validation; and one (1) community is without a formal emergency plan.

### Office of the Fire Marshal

The Office of the Fire Marshal provides critical support to community governments as they deal with fire and the threat of fire within their municipal boundaries. The following measures provide an indication of the level of support being provided through the OFM as MACA works to foster the wellbeing and safety of NWT residents.

### Number of regulatory and fire events in the NWT

MACA tracks and reports all fire and plan review events annually. The following is a summary of the 2014 regulatory and fire event statistics (2015 data is currently unavailable, but will be included in the 2016-2017 Business Plan). MACA is directly responsible for investigations, inspections, territorial training events, and enforcement actions.

	Reported Fires	Rescue Activity	False Alarms	Fire Investigations	Dangerous Goods Responses	Fire Inspections	Plan Review	Territorial Training Events	Enforcement Actions
<b>South Slave</b>	14	0	0	4	0	92	17	10	1
<b>Deh Cho</b>	11	0	17	7	0	10	13	11	0
<b>Sahtu</b>	5	0	6	2	0	27	8	9	0
<b>Beaufort Delta</b>	29	0	73	19	3	30	9	9	1
<b>North Slave</b>	217	40	191	12	32	251	41	11	0
<b>TOTAL</b>	<b>276</b>	<b>40</b>	<b>287</b>	<b>44</b>	<b>35</b>	<b>410</b>	<b>88</b>	<b>50</b>	<b>2</b>

<b>Five Year Comparison</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Fires	242	187	290	272	276
False alarms	416	202	240	285	287
Investigations	16	5	9	34	44
Inspections	517	235	489	374	410
Plan Review	162	188	159	101	88
Enforcement Actions	9	7	5	2	2





## Department of Municipal and Community Affairs 2016-17 Business Plan

### Consumer Affairs

MACA has identified the need to enhance public educations of consumer rights and responsibilities as a departmental goal. The following measures help the department to understand activity and service provision in this area.

#### Number of consumer affairs client service interactions

MACA aims to provide responsive and efficient service in the area of consumer affairs. The following provides a summary of consumer affairs activity to March 31, 2015.

Licenses	2011/12	2012/13	2013/14	2014/15
Collection agency	41	43	42	44
Business	224	195	184	186
Direct Seller	56	32	25	25
Vendor	24	25	36	34
Real Estate Agent	5	5	3	4
Real Estate Salesperson	18	20	19	18

#### Number of received consumer complaints.

In the latter half of 2014-2015, MACA responded to the following seven (7) consumer complaints:

- 1 regulatory (collection agency);
- 3 vehicle repair/warranty;
- 2 product purchase/repair issues; and
- 1 fuel pricing (heating fuel).



## Department of Municipal and Community Affairs 2016-17 Business Plan

### Key Activity 6 – 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, finance, infrastructure, bylaw enforcement, fire protection, water and waste water, emergency management and first responder, recreation and asset management. The SCG provides an integrated approach to local governance capacity building through partnerships with government departments, Aboriginal and territorial organizations, and educational institutes. The SCG also manages community support programs including areas of human resource planning, strategic planning, occupational standards and certification and public sector capacity initiatives.

#### GOALS

- MACA supports community government councils and their staff in providing effective and efficient programs and services at the community level. Throughout 2016-2018, the SCG will develop web based on-line delivery of governance and staff training courses that will build capacity and careers that focus on community governance.
- The SCG, will assist community governments to address energy efficiency and climate change initiatives. In 2016 - 2018, the SCG will expand its training program content to include more varied energy management content, develop, and deliver curriculum in climate change.
- The SCG, will work in partnership with Indigenous and Northern Affairs Canada (INAC) to design and develop training courses that assist Aboriginal governments with municipal like roles and responsibilities and to improve on governance and management capacity.

#### DEPARTMENTAL HIGHLIGHTS

##### **Capacity Building of Community Governments**

The SCG provides relevant and practical training in 13 broad areas of community government areas of responsibility to support local governments in carrying out their operational responsibilities. The training enhances the employability of staff and provides the knowledge and skills that can assist in career advancement. An annual training schedule is developed and distributed based on the priorities of community governments and assessed needs. The 2015-2016 schedule included 99 training events.





## Department of Municipal and Community Affairs 2016-17 Business Plan

### **Public Service Capacity**

In partnership with the Department of Human Resources, NWT Association of Communities (NWTAC), and the Local Government Administrators of the NWT (LGANT), the SCG administers the Public Service Capacity Initiatives Program. Within this broad initiative, the Department provides unique employment and training opportunities for local government administrators and identified trainees. This past year the program graduated two more Trainees that are now working as full time Senior Administrative Officers. This program supports of the 18<sup>th</sup> Assembly's stated priority of fostering lifelong learning, skills development, training and employability. In addition, these efforts mitigate the department's risk in the area of core community support, as the department works to provide appropriate supports to community governments.

### **First Responder**

The SCG in collaboration with the Department of Transportation, delivered the First Responder training which included progressive training from basic first aid to emergency medical response. As Health and Social Services moves forward with approved standards for emergency medical response, increased training will be provided to address professional training needs. Over 90% of the NWT communities have received a level of first responder training.

### **Community Government Occupational Certification**

The SCG offers Occupational Certification that is recognized throughout the NWT. Certification indicates that an individual possesses the required knowledge, skill and attitude to be competent in their profession. The community government occupations available for certification are; Community Works Foreman, Finance Officer, Recreation Coordinator, Recreation Facility Operator, and Senior Administrative Officer. This program supports of the 18<sup>th</sup> Assembly's stated priority of fostering lifelong learning, skills development, training and employability.

### **Fire Protection Training**

The SCG along with the Office of the Fire Marshal continue to take advantage of the benefits of learning online; reducing the impacts of travelling and increasing the number of students that can participate in the program in a calendar year. The SCG has 50 community firefighters registered and completing professional certification on line. This program supports the 18<sup>th</sup> Assembly's stated objective to offer online delivery of community government training and curriculum.

### **Human Resources Assessments**

Through implementation of a community government human resource system the SCG assists in building and strengthening community government human resource capacity. The CGHRDS focuses on planning, hiring, training and developing quality local staff. The SCG assists community governments, with the completion of the assessments and the development of staff training reports.

### **Water Treatment Plant Operators**

The SCG provides training for community water and wastewater operators and administers the mandatory Operator Certification Program, including maintaining the water treatment plant operator records for Continuing Education Units required for certification. The SCG also provides value added water and wastewater management training through the delivery of such courses as Water Distribution and Wastewater Treatment. This program supports the 18<sup>th</sup> Assembly's stated objective to monitor drinking water quality as well as support community-based water monitoring programs.



## Department of Municipal and Community Affairs 2016-17 Business Plan

### PERFORMANCE MEASURES

#### Number of water treatment plant operator certification courses delivered

The department has identified the development and delivery of additional actions to support community-based water monitoring programs as a goal of the Community Operations division. While this goal has not been assigned directly to the SCG, the delivery of courses and programs in this area helps to ensure positive outcomes related to this goal.

In 2014-15, seven water treatment operator certification courses were delivered to 50 participants from 16 communities.

#### Number of communities participating in Public Service Capacity Initiative programs

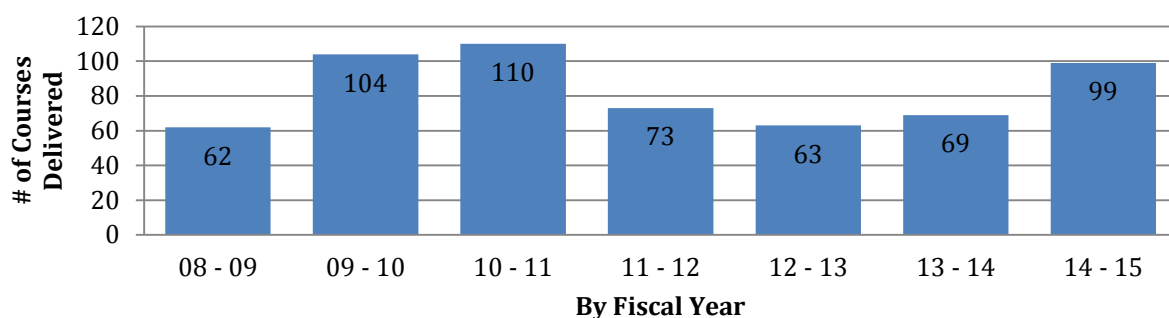
The 18<sup>th</sup> Legislative Assembly has included in its mandate the delivery of a community government training curriculum that builds capacity for careers that focus on community governance. The Public Service Capacity Initiative is one of the many ways that MACA is responding to this priority.

The program provides 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. Nineteen communities have participated in the Advancing Local Government Administrators Program (ALGAP). There are currently three graduates of the ALGAP program employed in the community governments of Lutselk'e, Whati and Ulukhaktok.

#### Number of SCG courses delivered by year, and student satisfaction levels

The SCG has identified as one of its goals, the delivery on online training for community government staff across the territory. As this new type of delivery is rolled out, the SCG expects to see an increase in the number of courses delivered annually.

MACA provides training to community government staff in operational areas where increased capacity and development is required. In 2014-2015, the SCG delivered 99 training events.



Evaluations completed by SCG participants for the 2014-2015 courses delivered achieved 90% rating of good or better in student satisfaction levels with instruction, resources and coordination.

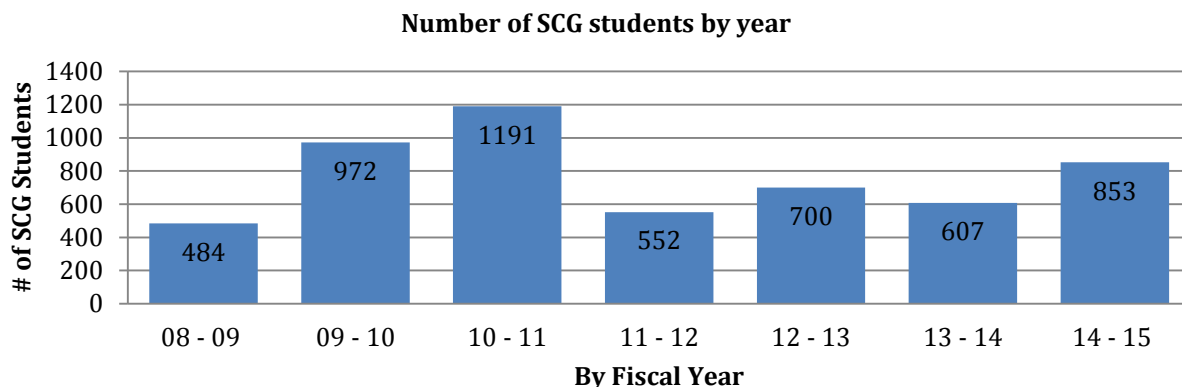


## Department of Municipal and Community Affairs 2016-17 Business Plan

### Number of community government employees attending training events

The SCG has identified as one of its goals, the delivery on online training for community government staff across the territory. As this new type of delivery is rolled out, the SCG expects to see an increase in the number of community government employees able to take advantage of available training.

Community government staff in the Northwest Territories have opportunities to participate in various types of training offered by the SCG. In 2014-15, 853 community government employees attended 99 SCG training events.



### Number of community governments who benefited from staff training

The SCG has identified as one of its goals, the delivery on online training for community government staff across the territory. As this new type of delivery is rolled out, the SCG expects to see an increase in the number of community governments able to take advantage of available training for their staff.

The SCG delivers training to participants from every community in the NWT. In 2014-2015, 100% of community governments had staff who received training through the SCG.

### Number of students to successfully complete occupational certification

The SCG has identified as one of its goals, the delivery on online training for community government staff across the territory. As this new type of delivery is rolled out, the SCG expects to see an increase in the number of community government employees able to take advantage of available training.

Six community government staff completed occupational certification for their respective positions in 2014-2015, bringing the total to 93 community government staff who have achieved occupational certification through the SCG.



## Department of Municipal and Community Affairs 2016-17 Business Plan

### Key Activity 7 – Sport, Recreation and Youth

#### DESCRIPTION

**Sport, Recreation and Youth** provides advice and assistance regarding sport, physical activity and recreation programs, and represents the GNWT in its work with non-government organization 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.

#### GOALS

- Foster healthy families through the development of an NWT Sport, Recreation and Physical Activity Policy, which will help all residents improve health and fitness.
- Create opportunities for healthy lifestyles, resiliency, community leadership and capacity building for youth through existing programs and consultation on the development of a renewed NWT Youth Leadership Strategy.
- Promote volunteerism through existing programs and initiatives designed to encourage more youth to become volunteers.
- Ensure the Western Canada Lottery Program continues to fully benefit NWT sport, recreation and physical activity programming.
- Develop and implement a Northwest Territories physical activity strategy for all residents to improve health and fitness.
- Implement the Youth Resiliency Program in schools and during after school programs to improve student outcomes and lower overall dropout rates.

#### DEPARTMENTAL HIGHLIGHTS

##### **Sport, Recreation and Physical Activity**

The Department supported Team NWT at the 2016 Arctic Winter Games in Nuuk, Greenland and the 2015 Western Canada Summer Games in Wood Buffalo, Alberta. The Canada – NWT Sport Bilateral Agreement was renewed for four years. Enhancements to the After School Physical Activity Program were added through Canadian Tire Corporation equipment grants and research funding through the Public Health Agency of Canada. The 2018 Arctic Winter Games were awarded to Hay River and Fort Smith. The Department continued to support the implementation of the Canadian Sport Policy, National Recreation Framework and Active Canada 20/20 in the NWT. The Department also co-chaired the GNWT Healthy Choices Initiative and participated in the NWT Anti-Poverty Strategy.

In an effort to mitigate the department's risk in the area of sport, recreation and physical activity funding, in 2015-16 the Department undertook a sport system review aimed at investigating the mandate and goals of the department in the area of sport and recreation. This review was done with the aim of identifying a basis for developing an NWT policy statement that aligns with the Canadian Sport Policy. The review also developed recommendations on possible changes to the



## Department of Municipal and Community Affairs 2016-17 Business Plan

distribution of lottery and departmental resources to better support the Minister's mandate through this division. The final report has been provided to sector stakeholders. The department is committed to working with stakeholders to consider recommendations from the report, and will use this forum to advance structure and procedural changes as part of the department's intent to assume direct responsibility for the delivery of the Western Canada Lottery Program.

### **Youth**

The Department managed two significant Youth Ambassador Programs at international events (the 2015 Pan Am and Parapan Am Games in Toronto and the 2016 Arctic Winter Games in Nuuk, Greenland). The program is based on the principle that a guided and structured volunteer experience at a major event can develop significant life and job skills and build the confidence necessary for youth to deal with many of the complex challenges in modern society.

The Department contributed to 115 youth development and youth leadership projects covering all regions and in most communities. Projects included: Take a Kid Trapping, Northern Youth Abroad, resiliency, wilderness education programs and others. A territorial Youth Centres staff conference and training event was held, and MACA also supported the core operations of community Youth Centres by providing a stable funding source for programs and operations.

### **Volunteerism**

The Department expanded its promotion of the importance of volunteering through the Youth Ambassador Program. The Department contributed to 26 projects through its volunteer support programs and the Non-Government Organization Stabilization Fund. MACA continued to support 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 through its existing volunteer programs.

## **PERFORMANCE MEASURES**

### **Sport, Recreation and Physical Activity**

The 18<sup>th</sup> Assembly has committed to improve the health and fitness of all residents by creating opportunities for healthy lifestyles. The following measures provide insight into current activity levels among residents.

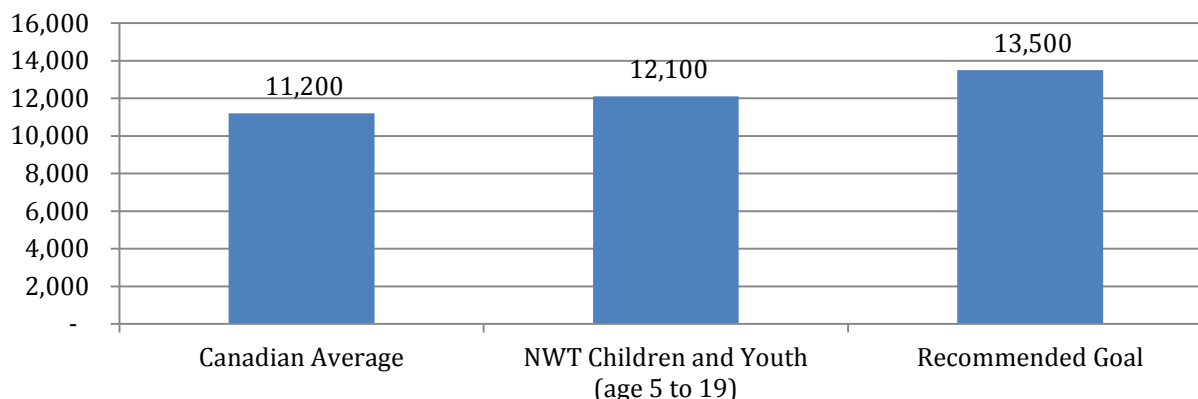
#### **Number of youth physically active enough to gain a health benefit compared to the Canadian average**

A Canadian Fitness and Lifestyle Research Institute report for 2014-2015 indicates that NWT children and youth (age 5 to 19) take an average of 12,100 steps per day (or the equivalent in other physical activity). The Canadian average is 11,200. It is recommended that the goal for children and youth should be 13,500 steps per day or 60 minutes of moderate to vigorous physical activity according to Canadian Physical Activity Guidelines.



## Department of Municipal and Community Affairs 2016-17 Business Plan

Average Number of Daily Steps, in 2014-2015



### Percentage of adults physically active enough to gain a health benefit compared to the Canadian average

In 2013, the Canadian Fitness and Lifestyle Research Institute reported that “physical activity levels of adults (20 years and older) living in the NWT did not significantly differ from the national average (55% and 53% respectively).” Physical activity is defined as 30 minutes a day of moderate to vigorous activity.

### Youth

The division’s stated goal in this area is to create opportunities for healthy lifestyles, resiliency, community leadership and capacity building for youth through existing programs and initiatives. The following measure provides insight into activity and outcomes in this area.

### Number of supported youth programs by community compared to prior years

	2014/2015		2015/2016	
	Funded Projects	# of communities	Funded Projects	# of communities
Youth Contribution Program	33	22	34	19
NWT Youth Corps	27	33	27	33
Youth Centres Program	35	33	36	33
Regional Youth Sports Events	32	33	29	33
Children and Youth Resiliency	17	17	21	21





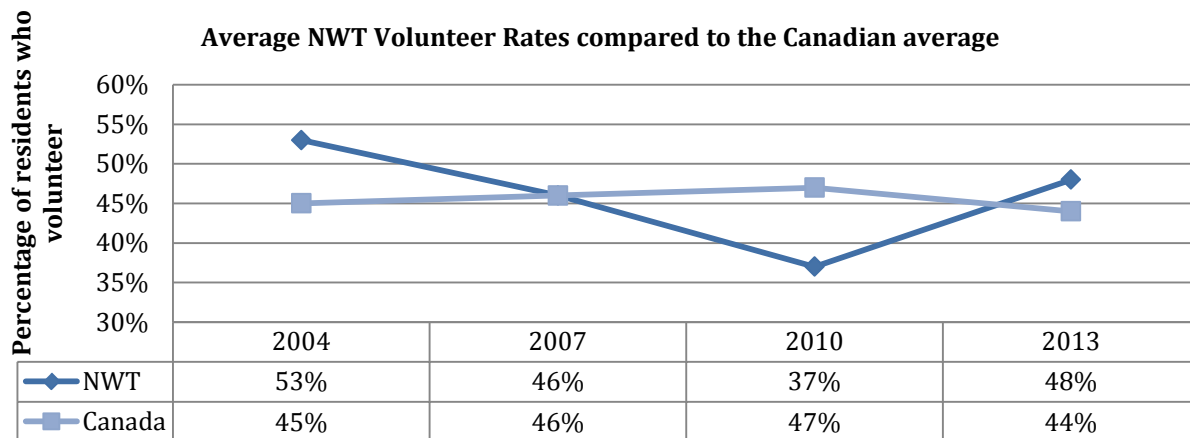
## Department of Municipal and Community Affairs 2016-17 Business Plan

### Volunteerism

The Sport, Recreation and Youth Division has identified the promotion of volunteerism in the NWT through existing programs and initiatives. The following measure provides insight into the success of these programs and initiatives.

#### Volunteer rates in the NWT compared to the Canadian average

NWT volunteer rates have rebounded from a low of 37% in 2010. The next review of rates will occur in 2016.



MUNICIPAL AND COMMUNITY AFFAIRS
---------------------------------

2016-17 Business Plan

Supporting Schedules

<u>Schedule</u>	<u>Description</u>
1	Departmental Summary
2	Operations Expense Summary
3	Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan
4	Proposed Adjustments to Grants & Contributions: 2015-16 Main Estimates to 2016-17 Business Plan
5	Human Resources Statistics
6	Infrastructure Investments
7	Restatements



<b>DEPARTMENTAL SUMMARY</b>
-----------------------------

(thousands of dollars)

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Revised Estimates</b>	<b>2015-16 Main Estimates</b>	<b>2014-15 Actuals</b>
<b>Operations Expenses by Activity</b>				
Community Operations	2,043	2,093	2,093	2,612
Community Governance	2,262	2,303	2,303	-
Directorate	3,775	3,915	3,915	5,967
Public Safety	1,526	1,741	1,741	1,708
Regional Operations	84,632	83,588	83,372	80,614
School of Community Government	2,935	3,266	3,261	3,029
Sport, Recreation and Youth	6,367	6,792	6,792	5,401
<b>Total</b>	<b>103,540</b>	<b>103,698</b>	<b>103,477</b>	<b>99,331</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	12,878	12,878	12,855	14,283
Grants and Contributions	84,875	84,371	84,173	80,198
Other	5,777	6,439	6,439	4,840
Amortization	10	10	10	10
<b>Total</b>	<b>103,540</b>	<b>103,698</b>	<b>103,477</b>	<b>99,331</b>
<b>Revenues</b>	<b>187</b>	<b>187</b>	<b>187</b>	<b>1,958</b>

**HUMAN RESOURCE SUMMARY**

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Main Estimates</b>
Yellowknife Headquarters	56	56
Regional / Area Offices	44	44
Other Communities	-	-
	<b>100</b>	<b>100</b>

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Community Operations</b>										
Program Management	497	-	497	-	-	-	-	(15)	-	482
Community Financial Services	640	-	640	-	-	-	-	(30)	-	610
Asset Management	956	-	956	-	-	-	-	(5)	-	951
	2,093	-	2,093	-	-	-	-	(50)	-	2,043
<b>Community Governance</b>										
Program Management	164	-	164	-	-	-	-	-	-	164
Community Planning	280	-	280	-	-	-	-	-	-	280
Community Governance	382	-	382	-	-	-	-	-	-	382
Assessment Services	1,477	-	1,477	-	-	-	-	(41)	-	1,436
	2,303	-	2,303	-	-	-	-	(41)	-	2,262
<b>Directorate</b>										
Departmental Management	1,168	-	1,168	-	-	-	-	(100)	-	1,068
Regional Management	227	-	227	-	-	-	-	-	-	227
Corporate Affairs	476	-	476	-	-	-	-	-	-	476
Policy and Planning	669	-	669	-	-	-	-	(40)	-	629
Financial Services	497	-	497	-	-	-	-	-	-	497
Information Systems	878	-	878	-	-	-	-	-	-	878
	3,915	-	3,915	-	-	-	-	(140)	-	3,775
<b>Public Safety</b>										
Program Management	703	-	703	-	-	-	90	(215)	-	578
Office of the Fire Marshal	483	-	483	-	-	-	-	-	-	483
Emergency Management	315	-	315	-	-	-	-	-	-	315
Consumer Affairs	240	-	240	-	-	-	(90)	-	-	150
	1,741	-	1,741	-	-	-	-	(215)	-	1,526
<b>Regional Operations</b>										
Program Management	80,068	-	80,068	-	2,274	-	1	(1,026)	-	81,317
Regional Delivery Services	3,294	-	3,294	-	12	-	(1)	-	-	3,305
Amortization	10	-	10	-	-	-	-	-	-	10
	83,372	-	83,372	-	2,286	-	-	(1,026)	-	84,632
<b>School of Community Government</b>										
Program Management	1,123	-	1,123	-	-	-	-	(36)	-	1,087

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

	2015-16	Main							Inter-		
	Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Departmental Transfers and Other Adjustments	2016-17 Business Plan	
Training Programs	2,138	-	2,138	-	5	-	-	(295)	-	1,848	
	3,261	-	3,261	-	5	-	-	(331)	-	2,935	
<b>Sport Recreation and Youth</b>											
Program Management	5,369	-	5,369	-	-	-	-	(275)	-	5,094	
Sport and Recreation	388	-	388	-	-	-	-	(25)	-	363	
Youth	819	-	819	-	-	-	-	(125)	-	694	
Volunteer	216	-	216	-	-	-	-	-	-	216	
	6,792	-	6,792	-	-	-	-	(425)	-	6,367	
<b>TOTAL DEPARTMENT</b>	<b>103,477</b>	<b>-</b>	<b>103,477</b>	<b>-</b>	<b>2,291</b>	<b>-</b>	<b>-</b>	<b>(2,228)</b>	<b>-</b>	<b>103,540</b>	

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

Major Revenue Changes

(thousands of dollars)						
PROPOSED ADJUSTMENTS						
	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) % Explanation of Increases (Decreases) that are 10% or Greater
GRANT FROM CANADA	-	-	-	-	-	-
TRANSFER PAYMENTS						
Federal Cost-shared	-	-	-	-	-	-
Capital Transfers	-	-	-	-	-	-
	-			-	-	-
GENERAL REVENUES						
Regulatory Revenue	187	-	187	187	-	-
	-	-	-	-	-	-
TOTAL REVENUE	187	-	187	187	-	-

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

Explanation of Proposed Adjustments		2015-16 Main Estimates	Restatements	Revised Total	Reductions	Sunsets	Initiatives	* Forced Growth	Internal Transfers	Inter-Departmental Transfers and Other Adjustments
<b>Community Operations</b>										
Community Financial Services Contributions		135	-	135	-	-	-	-	-	-
		<b>135</b>	-	<b>135</b>	-	-	-	-	-	-
<b>Directorate</b>										
Contribution Funding		470	-	470	-	-	-	-	(50)	-
		<b>470</b>	-	<b>470</b>	-	-	-	-	<b>(50)</b>	-
<b>Public Safety</b>										
Ground Ambulance & Hwy Rescue Svcs		400	-	400	-	-	-	-	(215)	-
		<b>400</b>	-	<b>400</b>	-	-	-	-	<b>(215)</b>	-
<b>Regional Operations</b>										
Additional Funding		1,440	-	1,440	-	-	-	-	(816)	-
Community Gov't Funding		48,297	-	48,297	-	969	-	-	-	-
Grants in Lieu		6,962	-	6,962	-	-	-	-	-	-
New Deal - Tax Revenue Program		475	-	475	-	-	-	-	-	-
Seniors/Disabled Property Tax Relief		438	-	438	-	119	-	-	-	-
Recreation Funding		<b>825</b>	-	<b>825</b>	-	-	-	-	-	-
Water and Sewer Services Funding		17,589	-	17,589	-	1,180	-	-	-	-
Children and Youth Resiliency		450	-	450	-	-	-	-	(210)	-
Regional Youth Sport Events		400	-	400	-	-	-	-	-	-
Youth Contribution Programs		225	-	225	-	-	-	-	-	-
Youth Corps		500	-	500	-	-	-	-	-	-
		<b>77,601</b>	-	<b>77,601</b>	-	<b>2,268</b>	-	-	<b>(1,026)</b>	-
<b>School of Community Government</b>										
A Brilliant North		580	-	580	-	-	-	-	-	-
		<b>580</b>	-	<b>580</b>	-	-	-	-	-	-
<b>Sport Recreation and Youth</b>										
High Performance Athlete Grant		100	-	100	-	-	-	-	(25)	-
Annual Non-Gov't Organization Stabilization Fund		350	-	350	-	-	-	-	-	-
AWG 2018 Host Society		1,000	-	1,000	-	-	-	-	-	-
Get Active NWT		100	-	100	-	-	-	-	(100)	-
Healthy Choices Initiative		765	-	765	-	-	-	-	-	-
Multisport Games		650	-	650	-	-	-	-	-	-
Pan Territorial Sport Program		272	-	272	-	-	-	-	-	-
Recreation Contributions		450	-	450	-	-	-	-	-	-
Volunteer Contributions		70	-	70	-	-	-	-	(25)	-
Volunteer Recognition		30	-	30	-	-	-	-	-	-
Youth Centres		500	-	500	-	-	-	-	-	-
Youth Contributions		25	-	25	-	-	-	-	(25)	-
Youth Corps		675	-	675	-	-	-	-	(100)	-
		<b>4,987</b>	-	<b>4,987</b>	-	-	-	-	<b>(275)</b>	-

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

Explanation of Proposed Adjustments	2015-16 Main Estimates	Restatements	Revised Total	Reductions	Sunsets	Initiatives	* Forced Growth	Internal Transfers	Inter-Departmental Transfers and Other Adjustments
TOTAL DEPARTMENT	84,173	-	84,173	-	2,268	-	-	(1,566)	-

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Human Resources Statistics

## Municipal and Community Affairs

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>96</b>		<b>99</b>		<b>111</b>		<b>112</b>	
<b>Indigenous Employees</b>	<b>60</b>	<b>62.5%</b>	<b>65</b>	<b>65.7%</b>	<b>75</b>	<b>67.6%</b>	<b>73</b>	<b>65.2%</b>
Aboriginal	34	35.4%	37	37.4%	43	38.7%	41	36.6%
Non-Aboriginal	26	27.1%	28	28.3%	32	28.8%	32	28.6%
Non-Indigenous Employees	36	37.5%	34	34.3%	36	32.4%	39	34.8%
Male	49	51.0%	50	50.5%	57	51.4%	63	56.3%
Female	47	49.0%	49	49.5%	54	48.6%	49	43.8%
<b>Senior Management</b>	<b>13</b>		<b>14</b>		<b>15</b>		<b>15</b>	
<b>Indigenous Employees</b>	<b>11</b>	<b>84.6%</b>	<b>11</b>	<b>78.6%</b>	<b>11</b>	<b>73.3%</b>	<b>11</b>	<b>73.3%</b>
Aboriginal	4	30.8%	5	35.7%	5	33.3%	6	40.0%
Non-Aboriginal	7	53.8%	6	42.9%	6	40.0%	5	33.3%
Non-Indigenous Employees	2	15.4%	3	21.4%	4	26.7%	4	26.7%
Male	8	61.5%	8	57.1%	8	53.3%	9	60.0%
Female	5	38.5%	6	42.9%	7	46.7%	6	40.0%
<b>Non-Traditional Occupations</b>	<b>19</b>		<b>18</b>		<b>17</b>		<b>12</b>	
<b>Indigenous Employees</b>	<b>6</b>	<b>31.6%</b>	<b>7</b>	<b>38.9%</b>	<b>7</b>	<b>41.2%</b>	<b>4</b>	<b>33.3%</b>
Aboriginal	1	5.3%	1	5.6%	1	5.9%	1	8.3%
Non-Aboriginal	5	26.3%	6	33.3%	6	35.3%	3	25.0%
Non-Indigenous Employees	13	68.4%	11	61.1%	10	58.8%	8	66.7%
Male	17	89.5%	17	94.4%	16	94.1%	11	91.7%
Female	2	10.5%	1	5.6%	1	5.9%	1	8.3%

**2016-17 Infrastructure Investments**

2016-2017 will mark the ninth year that the GNWT has provided a stable funding base of \$28 million for capital formula funding to community governments.

In March 2013, the federal government announced details of the new infrastructure funding plan that will provide \$53.5 billion over ten years to support infrastructure projects of national, regional and local significance. For the Northwest Territories, the new Building Canada Plan represents approximately \$421 million in dedicated federal funding. This funding is split between the New Building Canada Fund and the federal Gas Tax Fund.

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.



Schedule of Restatements

Department

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
----------	-------------	------	--------	----------------	------------------	--------------------	------------------	--------------------

OPERATIONS

Total

\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---

Explanation

Total

\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---

Explanation

REVENUES

Total

\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---

Explanation

Total

\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---

Explanation

Schedule of Restatements

Department

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
----------	-------------	------	--------	----------------	------------------	--------------------	------------------	--------------------



# Annual Business Plan

**2016-2017**

**Northwest Territories  
Housing Corporation**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

### 1. CORPORATE OVERVIEW

#### MISSION

The Northwest Territories Housing Corporation (NWT HC) works in partnership with residents, where appropriate and necessary, to ensure access to affordable, adequate and suitable housing.

#### GOALS

- Ensure a sufficient supply of adequate, suitable and affordable housing to address the housing needs of NWT residents.
- Promote personal responsibility and accountability for housing.
- Provide homeownership and rental programs and services that are effective and appropriate.
- Help address homelessness through supporting the infrastructure needs of emergency shelters and transitional housing.
- Acquire housing in an effective and efficient manner for program delivery through appropriate designs, land planning and acquisition, and appropriate construction standards.
- Enhance the long term sustainability of NWT HC housing assets through on-going maintenance and repairs and implementing energy efficiency technologies.

#### KEY ACTIVITIES SUMMARY

- Community Housing Services
- Executive Offices
- Finance and Infrastructure
- Programs and District Operations

#### OPERATING ENVIRONMENT

The Northwest Territories Housing Corporation's strategic framework, *Building for the Future*, is the outcome of a broad-based shelter policy review that examined housing conditions and current challenges related to housing in the Northwest Territories, the current GNWT approach to programs and services, and potential strategic actions that would support the overall goal of improving housing conditions in the Northwest Territories. *Building for the Future* identified the following strategic priorities that continue to guide the activities of the NWT HC:

- 1 – Strengthening Public Housing
- 2 – Improving Homeownership Supports



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

- 3 – Increasing Housing Options in Non-Market Communities
- 4 - Improving Housing Services
- 5 - Strengthening the Approach to Homelessness and Transition Housing
- 6 - Addressing Housing Challenges for the Working Poor
- 7- Developing Infrastructure Solutions Based on Individual and Community Needs
- 8 - Addressing the Declining Federal Funding

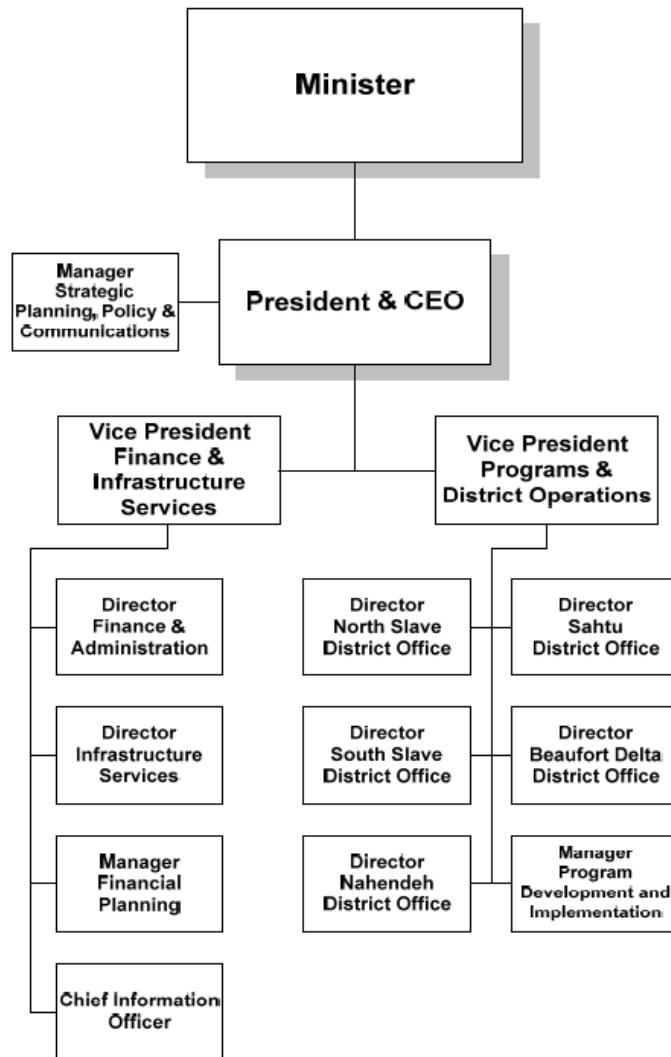
In 2016-17, the NWT HC will be seeking feedback from residents and stakeholders to develop phase 2 activities related to the above strategic priorities.

The NWT HC has invested considerable resources over the past several years to address core need in the NWT by improving the quality of their assets and to support homeowners in making the necessary repairs to their homes. Results from the 2014 NWT Community Survey indicate that while overall core housing need has remained relatively stable compared to 2009, there has been considerable progress in improving housing conditions in smaller NWT communities. Despite these efforts, the level of core need in the NWT is still considerably higher than that of the national average.



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

Figure 1: Organizational Chart



### Core Need

A household is said to be in core housing need if its housing fails to meet one or more of the following standards: adequate condition, of suitable size, and affordability and a total household income below the Core Need Income Threshold, it is considered to be in core need.

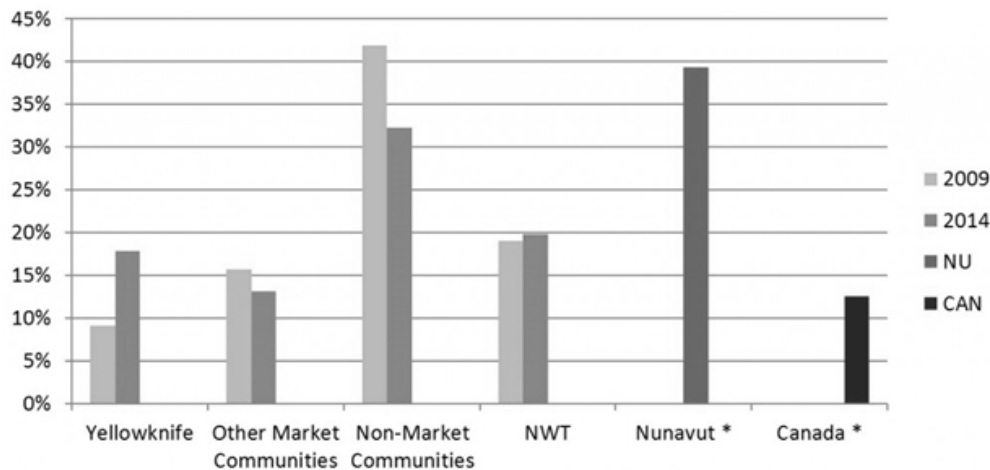
Adequate housing must have running water, an indoor toilet, bathing and washing facilities and must not require major repairs. Suitability is defined as having the appropriate number of bedrooms for the characteristics and number of occupants as determined by the National Occupancy Standard requirements. Affordable housing costs less than 30% of household income where shelter costs include utilities, water, heat, insurance, property taxes land lease costs and rent or mortgage payments.



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

The core housing need in Yellowknife increased from 9.1% to 17.8% between 2009 and 2014. Most of the core housing need in Yellowknife is for residents in private market rentals that are experiencing affordability problems. Core Need in Other market communities sits at 13% in 2014. In Non-market communities the level of core need is 32%. These are all higher than the national percentage of 12.5% for housing in core need.

Figure 2: Percentage of Households in Core Need



Source: 2014 Community Need Survey  
\* 2011 National Census



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

Figure 3: Selected Indicators, by Community Type

	Market Communities	Non-Market Communities
Households	11,315	3,385
<u>Housing Tenure</u>		
Renters	47.90%	50.50%
NWTHC Public Housing	7.80%	38.20%
NWTHC Affordable Housing Rentals	0.70%	5.00%
Private Market Rental	39.40%	7.30%
Homeownership	52.10%	49.50%
<u>Housing Problem</u>		
Adequacy (Quality)	12.60%	32.80%
Suitability (Crowding)	7.70%	21.10%
Affordability (Cost)	15.20%	10.70%
<u>Other Socio-Economic Indicators</u>		
Population Change (Census 1996-2011)	5.90%	-1.00%
Average Household Income	\$123,420	\$68,524
Employment Rate (Pop. 15 & Over)	76%	42%
Senior-led Households	2,114	885
Households with a person with no permanent home	800	528
People on Waiting List for a PH unit	389	394





## Northwest Territories Housing Corporation 2016-17 Corporate Plan

### Enterprise Risk Management

Based on the prioritization across the various elements of the housing continuum, there are a number of risks that require careful management and continued investment.

#### 1. Unsustainability of Public Housing due to Declining CMHC Funding

The issue of the declining funding from CMHC, is a critical issue to all provinces and territories. In 2015-16, CMHC provided about \$1.6 billion nationally for social housing and supported housing for close to 600,000 units. All this funding will be eliminated by 2037-38.

In the case of the Northwest Territories, CMHC will be reduced from \$33.2 million in 2003-04 to \$0 by 2037-38. The annual funding declines are linked to both operating costs and to mortgages associated with existing units. The issue of the declining funding has obvious implications for operating costs as the GNWT is faced with offsetting declines in federal funding, while also addressing inflationary cost pressures like increasing utility costs. The declining funding related to mortgage support also has implications as many of these units are aging and the GNWT is faced with increased capital cost to replace these units.

To address the declining funding from CMHC, the NWT HC has developed an overall strategy which may include the following components:

- maintaining federal funding
- managing cost pressures
- introducing a sustainable rent scale
- reducing the public housing stock
- increasing other NWT HC revenue
- increasing the GNWT contribution

At this time and given the level of core housing need in the NWT, the NWT HC is focusing on the following mitigation efforts: federal engagement, reducing cost pressures, and increasing other NWT HC revenue.

#### 2. Aging Infrastructure

The NWT HC currently owns approximately 2,600 units and leases another 210 units between public housing and affordable housing units. Examining the age of our units shows a relatively even distribution, although there was a period between 1994 and 2004 where there was relatively few units constructed. The NWT HC designs its units for a useful life of approximately 50 years. However, given the harshness of the climate and a number of other factors this is not always the case. Currently there are about 560 units that are 40 years of age or older.

Generally, the NWT HC plans for two major retrofits for a unit over its life in addition to the on-going maintenance activities. Retrofits are generally planned for units at about 20 years of age and 35 years of age. In order to complete the needed retrofits and replacements as units get to the point of being beyond economic repair capital investment levels should be approximately \$30 million per year. This amount will increase over time due to inflationary impacts on construction costs.



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

Currently, the base capital investment by the NWT HC is approximately \$15.0 million per year. This amount varies slightly as resources are sometimes re-allocated between major and minor capital. This base investment is typically comprised of the GNWT investment, CMHC funding for capital, and NWT HC own-source revenues.

Ad hoc capital investment such as the Northern Housing Trust and the Canada Economic Action Plan (CEAP) amounting to \$100 million over 5 years (2007-12) from the federal government and cost-matched by the NWT HC for further \$100 million has helped to avoid a crisis in the housing stock, but increased on-going capital investment is needed in order to make the housing stock sustainable.

### 3. Client Demand & Demographic Changes

There are several aspects to client demand and demographic changes that pose considerable risk to the NWT HC.

First, in terms of demographic changes, there are two trends that are impacting the delivery of housing programs and future demand. The first is the aging population. Since 2004, the NWT population has increased by just 1% in total, while the population 60 years of age and older has increased by 53%. The aging population has had impacts in the public housing program as a greater proportion of the public housing units are being occupied by seniors. The NWT HC has responded, in part, to this increasing demand by targeting specific units for seniors and by constructing facilities with independent housing for seniors and space for program delivery to seniors in a number of communities. All houses built for the NWT HC are built using a visitable design. Visitable design is an accessibility approach that involves minimum accessibility criteria of a no-step entry way, a bathroom on the main floor and wider doorways on the main floor.

These efforts are costly and also have to be balanced with reductions in the public housing stock elsewhere within the system given the issues associated with the declining federal funding for the public housing program.

On the homeownership side, adequacy and affordability issues among seniors are becoming a greater issue in smaller NWT communities. The adequacy of the homeownership units in smaller NWT communities is the single largest component of core housing need with the Northwest Territories. Too often seniors that are homeowners in small communities either do not understand their responsibility for maintaining their own home or have waited too long to address needed repairs and therefore units are deteriorating and are becoming beyond economic repair.

The second demographic trend impacting upon the delivery of housing programs is urbanization. There is some evidence that there has been movement from smaller NWT communities towards larger communities. This is changing the demand for housing in the larger communities and it also may leave some communities with extra stock relative to overall average.

### 4. Increasing Utility Prices

Overall, the NWT HC spends about \$25.8 million for utilities in public housing. Payments for electricity, heating, and water and sewer represent 53% of the net operating cost for the public



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

housing program. This represents an average monthly cost of about \$850 per unit.

In light of the declining federal funding for social housing, the impact of rising utility prices poses even a greater risk than normal to the NWT HC. Over the last decade, electricity prices have increased by an annual average amount of 4.8%. Heating fuel prices have increased by an annual average of 8.2%. With this level of forced growth related to utilities and with federal funding being eliminated, the sustainability of the public housing program is a challenge.

The driver of utility costs in public housing is not primarily consumption, but rather the pricing approach. Overall consumption of electricity based on unit level reporting since April 2014 is approximately 445 kWh/month. Consumption of heating oil during that period was 349 litres/month.

As noted the pricing approach faced by the NWT HC for utilities is a significant factor in terms of overall cost. For electricity the NWT HC pays the government rate, which across all units without hydro averages \$0.78 per kWh. This compares with the average residential rate of \$0.26 per kWh for the first 600 kWh in summer months and 1,000 kWh in winter months in most thermal communities and then \$0.57/kWh for any additional consumption. In communities serviced by hydroelectric power the NWT HC averages \$0.2831/kWh compared with costs as low as \$0.21/kWh for some residential clients.

Water has similar issues with pricing that leads to the high cost of utilities for NWT HC housing units. Communities often set rates charged to the NWT HC at a much greater rate than for private market customers. In some cases, the rates charged to the NWT HC are more than 10 times the residential rates. As a result while average water and sewage costs are about \$100/month in Yellowknife, the NWT HC pays an average of \$280/month, which in some communities is as high as \$800/month. Consumption levels, based on data since April 2014, are significantly lower among public housing tenants.

The end result of the differential pricing approach is that the NWT HC subsidizes NTPC and community water and sewer operations, which significantly overstates the cost of providing public housing. The risk associated with this is that the NWT HC has limited ability to manage future utility costs related to decisions being made by utility companies and community governments to further offload costs onto the public housing program.

Even with the larger issue of the subsidy provided by the NWT HC to utility providers, there are considerable risks associated with utility costs for housing programs. As fossil fuel costs continue to increase, it is likely that the NWT HC will continue to be exposed to offloading by utility companies until utility responsibilities are transferred to the end consumer.

### 6. Workforce Capacity

There are two main elements to the workforce capacity issues. First is the aging workforce. The NWT HC has an older than average workforce compared with the GNWT as a whole, so issues around succession planning, corporate knowledge, and challenges recruiting younger member of the labour market into housing jobs may be more acute than most places. This is further exacerbated by the rather decentralized nature of NWT HC workforce. There are for example,



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

regional offices where all technical staff are nearing retirement and there could be considerable turnover in a short period of time.

The second issue is related to the LHOs, who provide administrative and maintenance services on behalf of the NWTHC. The housing sector is getting increasingly complex and the demand of clients for well-qualified staff working on their homes is increasing. It is increasingly difficult to attract journeymen and similarly skilled positions into the LHOs given the skill demands overall in the NWT.

Contractor capacity is also an issue in many northern communities. Several companies engaged in construction and repair have not been able to continue operations due to a number of factors including availability of workers and budgetary management.



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

### CORPORATE SUMMARY

	(thousands of dollars)			
	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Community Housing Services	54,017	54,549	54,430	54,315
Executive	1,391	1,368	1,368	1,390
Finance & Infrastructure Services	19,013	19,269	19,268	18,489
Programs & District Operations	30,820	32,255	32,211	34,369
<b>Total Operations Expenses by Activity</b>	<b>105,241</b>	<b>107,441</b>	<b>107,277</b>	<b>108,563</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	13,464	13,674	13,629	14,727
Grants and Contributions	32,938	34,403	34,284	39,817
Other	44,279	44,960	44,960	42,319
Amortization	14,560	14,404	14,404	11,700
<b>Total Operations Expenses by Object</b>	<b>105,241</b>	<b>107,441</b>	<b>107,277</b>	<b>108,563</b>
<b>Capital Acquisition Plan</b>	<b>25,470</b>	<b>36,422</b>	<b>35,850</b>	<b>26,139</b>
<b>Total Expenditures</b>	<b>130,711</b>	<b>143,863</b>	<b>143,127</b>	<b>134,702</b>
<b>Revenues</b>	<b>130,711</b>	<b>143,863</b>	<b>143,127</b>	<b>133,509</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,193)</b>

### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	55	57
Regional / Area Offices	57	59
Other Communities	-	-
	<b>112</b>	<b>116</b>



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

### 3. KEY ACTIVITIES

#### Key Activity 1 – Community Housing Services

##### DESCRIPTION

The NWTHC operates approximately 2,800 rental housing units in 33 communities across the Northwest Territories including subsidized public housing and affordable housing units. The Local Housing Organizations (LHOs) provide, under an agency agreement with the NWTHC, property management services including the allocation of units, the assessment and collection of rents, and the provision of preventative and demand maintenance services. In addition, LHOs provide assistance and support to housing clients in accessing NWTHC homeownership programs. Each local housing organization has an advisory board to oversee their operations.

The Community Housing Services key activities include resources to operate the NWTHC rental housing portfolio including LHO contribution funding for administration, maintenance, apprentices, and training and support workshops. In addition, the cost of utilities, leasing of supplemental housing units and LHO office and warehouse space, LHO audit fees, and property tax and land lease fees are included in this activity.

##### GOALS

The goals of Community Housing Services are:

- to deliver quality and efficient property management services to support NWT residents in NWTHC housing,
- to ensure that NWTHC assets are inspected, maintained and repaired appropriately, and
- to act as a community-level conduit for residents to access information about NWTHC programs and services.

##### CORPORATE HIGHLIGHTS

The delivery of Community Housing Services through Local Housing Organizations plays an important role in ensuring that the cost of living in relation to shelter costs is mitigated. Access to timely and face-to-face housing services especially in rural and remote communities is part of assisting residents to live affordably in their home communities. The NWTHC will be implementing and expanding community-based housing property management services in small rural and remote communities to improve service levels. The NWTHC will improve on-the-ground service delivery by the creation of LHOs where the size of the portfolio warrants, e.g. Fort Liard. The NWTHC has recently established LHOs in Gameti and Whati in 2015-16. These offices are expected to be fully operational in 2016-17. For communities with very few assets, partnerships with Government Service Officers will be streamlined to provide some housing information services.

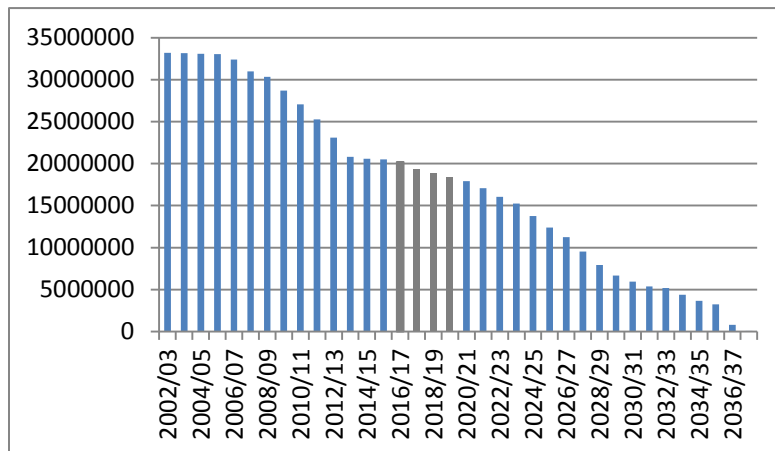
LHOs are front-line deliverers of the Public Housing program, which is a rent-geared-to-income rental program that serves 2,400 low-to-modest income households. The sustainability of the Public Housing program faces increased pressures as the federal government through the Canada Mortgage and Housing Corporation steadily decreases its O&M contribution for this program.





## Northwest Territories Housing Corporation 2016-17 Corporate Plan

Figure 4: Declining CMHC Funding for Social Housing O&M, 2002-2038



\*includes debt financing

As part of the mandate of the GNWT, In order to promote greater self-reliance, improve the sustainability of the Public Housing program and provide opportunities for new Public Housing for clients on the waiting list, the NWT HC is developing options for rationalizing its Public Housing utility pricing structures. The NWT HC is anticipating expenditures of \$26 million for utility expenditures in 2016-17. Standards for utility consumption have been developed for use in monitoring and evaluating utility

consumption. The NWT HC will examine opportunities for tenants to take greater responsibility for their utility consumption, which might include policy linkages with existing GNWT utility approaches such as the Territorial Power Support Program and water and sewer funding models.

As part of these initiatives, the NWT HC is specifically proposing to increase utility accountability for power usage. Public Housing tenants currently pay \$0.09 per kWh with the NWT HC paying the difference to the full GNWT rate. Territorial power rates have increased significantly over recent years, 28.4% since 2012. A highly subsidized rate provides no incentive to reduce or curb consumption. Additionally, Public Housing rental rates have remain unchanged since 2012 with the minimum rent at \$70 per month. Percentage of rent to gross household income varies from 4 to 19%. In public housing in other jurisdictions, standard rent is 25% of income plus power. The deep subsidy for rent and utilities for NWT Public Housing tenants is unsustainable and limits the ability of the NWT HC to build new Public Housing to address the roughly 800 families on the waiting list. The NWT HC proposes to bring subsidy rates gradually more in line with the rates that non-Public Housing households pay, which transfers the responsibility of power consumption to the tenant and encourages them to monitor their usage. The proposed rate increase for 2016-17 is \$0.06/ kWh; \$0.03/kWh is a budgetary reduction and the remaining \$0.03/kWh increase is to address declining O&M funding from CMHC. These changes to the utility structure support the 18<sup>th</sup> Legislative Assembly's goal of increasing more safe and affordable housing by positioning the NWT HC to grow the Public Housing portfolio in response to the high demand throughout the NWT.



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

A couple of examples of how this may be implemented are:

Figure 5: Household Examples for User-Pay Power Changes

Case 1	
Family of 4 in Behchoko	
Income	\$75,000
Rent	\$845
Current Power (445 kWh)	\$40
New Power @ \$0.15 kWh	\$67
% shelter costs to income	14.6%

Case 2	
Seniors' Couple in Tulita	
Income	\$20,000
Rent	\$70
Current Power (445 kWh)	\$40
New Power - @ \$0.15 kWh	\$67
% shelter costs to income	8.2%

Under changes to the federal child and family benefits, previously tax assessable child benefits will no longer be taxed resulting in less assessable income for rent calculation purposes. This would mean lower rents for families. Additionally, the Guaranteed Income Supplement for families will also see an increase.

With a decreased O&M profile for new public housing, the NWTHC will explore approaches for future public housing development. These potential units could be used to address the urgent need for single bedroom units (67% of the waiting list) and to mitigate the spiking demand for seniors' units (population 60 years of age and over forecasted to increase by 40% in next 7 years). Any allocation and delivery plan for these units would be based on community core need, population trends and waiting lists.

As a component of the Public Housing utility rationalization, the NWTHC in 2016-17 will be exploring with MACA options for ensuring that rates charged to NWTHC for water & sewer services for the operations of its rental programs reflect a fair price for these services. One option that will be considered includes the migration of NWTHC units to the residential rate with a transfer of cost-savings going to MACA for allocation to municipalities under the water & sewer services subsidy policy.

### PERFORMANCE MEASURES

#### Measure 1: Rate of Rent Collection

It is vital that the high rent collection rates achieved by LHOs in previous years (99% in 2014-15) continue as these funds contribute to the ongoing operations of Public Housing. LHOs work closely with clients to help ensure that any payment issues are addressed immediately and do not have a chance to escalate to the point that they become insurmountable for the tenant. LHOs have been separated from the duties of arrears collection in order for them to better focus on client

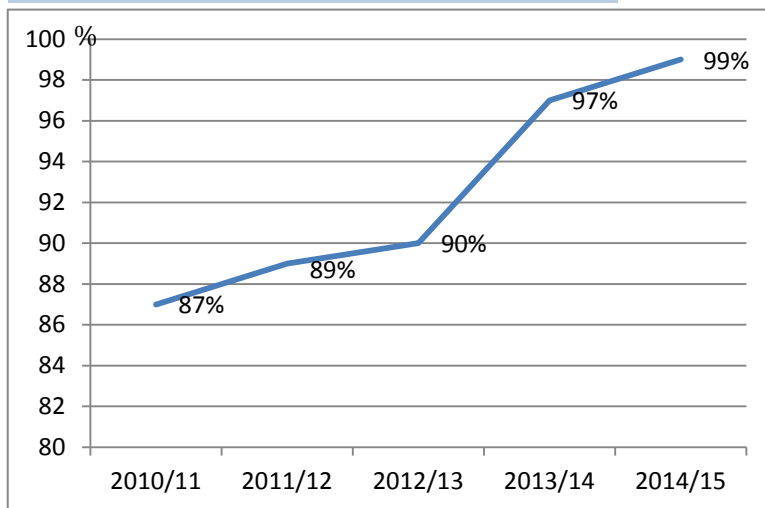




## Northwest Territories Housing Corporation 2016-17 Corporate Plan

counselling. Arrears collection initiatives are coordinated through the head office collections unit, which employs such tools as wage garnishees, CRA garnishees, bank account garnishees and rights of set-off.

Figure 6: Public Housing Collection Rates, 2010-2015



### Measure 2: Number of Rental Officer Orders

The NWTHC and Local Housing Organizations (LHOs) are committed to working with their tenants with arrears to help them avoid having their leases terminated and then subsequently face eviction. Evictions are the last step in a long process that encourages tenants to make informed and responsible choices about their housing responsibilities. Rental Officer orders are important to obtain to protect the NWTHC's legal right to collect arrears. When situations involve arrears, the LHOs apply to the Rental Officer for assistance. Through this process, the Rental Officer can give an Order to Pay which provides LHOs with legal means to collect rent and arrears (i.e. through garnishees obtained by the NWTHC). Additionally, LHOs also terminate leases, usually through an Order from the Rental Officer in situations where tenants refuse to pay rent or arrears. The NWTHC then obtains the Eviction Order from the Rental Officer and schedules the eviction on the LHO's behalf.

Figure 7: Rental Officer Orders, 2013-2015

Year	# of Rental Officer Orders
2013-14	349
2014-15	368
2015-16*	383

\* projected

### Measure 3: Number of Maintenance Work Orders

The NWTHC continuously repairs, maintains and upgrades its real property assets such as public housing and affordable housing units, warehouses/offices and facilities. In 2013, to improve its maintenance activities, the NWTHC replaced their maintenance management software with an online (Web Work) centralized version for use by all 24 Local Housing Organizations (LHOs). The maintenance management database allows the NWTHC to assign and track maintenance activities and provide improved reporting on maintenance activities on a timely basis. All LHOs are using the system. Reporting from the Web Work system is used to monitor the maintenance activities to



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

ensure that required maintenance is being addressed. The NWTHC conducts both preventative maintenance and demand maintenance. Between April 1, 2015 and January 25, 2016, a total of nearly 27,500 work orders have been completed, on pace for an estimated 33,000 work orders. The first year of fully operational monitoring of work orders was 2015-16. The NWTHC will use the 2015-16 as a baseline for comparison to 2016-17 results.



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

### Key Activity 2 – Executive

#### DESCRIPTION

The Executive, comprised of the President's Office and the Strategic Planning, Policy and Communications Division manages the implementation of the Government's direction related to housing.

The President's Office is responsible for supporting the Minister Responsible for the Northwest Territories Housing Corporation (NWT HC), providing overall strategic and operational direction, leading the senior management team and managing the human and financial resources of the NWT HC.

The Strategic Planning, Policy and Communications Division provides 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, corporate communications and homelessness initiatives. This section represents the NWT HC on a Federal/Provincial/Territorial level, on interdepartmental working groups, and on other committees.

#### CORPORATE HIGHLIGHTS

Executive, in 2016-17, will continue to manage the strategic direction of the NWT HC through effective engagement with residents through corporate communications, partnerships with the federal government to help address the shortage of affordable housing, engagement with communities and stakeholders on updated priority actions for its strategic framework, *Building for the Future*, and advance homelessness initiatives.

In 2016-17, the NWT HC will be surveying residents and housing stakeholders on future priority actions to support its strategic framework. Activities under phase 1 of the framework have largely been completed and the NWT HC needs to continue the momentum gained from this progress by communicating in a similar way that led to the framework and phase 1 for the formulation of phase 2 activities. A number of different engagement tools will be utilized including stakeholder workshops, regional meetings and an on-line survey. It is anticipated that the results of the engagement will be available by winter 2016 and that the new priorities for Phase 2 of the strategic framework identified in 2016-17.

The NWT HC has been working with its territorial counterparts in Yukon and Nunavut on a plan to create a renewed partnership with the federal government that would set the stage for addressing the endemic housing core need that persists in the three territories. Utmost in the engagement is the seeking of clarity on options for ensuring that Public Housing, which is one of the most important social resources for our communities, is protected, vibrant and sustainable. Outcomes indicative of success regarding this engagement includes meaningful face-to-face meetings with federal counterparts including the housing minister and deputy minister and the acknowledgment in federal-provincial-territorial ministers' and deputy ministers' meetings of the uniqueness of the housing situation in the North.



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

In the short-term, the NWT HC will need to maximize any current investment by the federal government, ensuring that the projects developed with this funding not only meets the criteria of the Government of Canada, but also reflects the priorities of the 18<sup>th</sup> Assembly. The NWT HC will analyze the quantum of any future housing investment by the federal government in 2016-17 and provide an appropriate response to its federal partners on its adequacy.

To advance the priority of the 18<sup>th</sup> Legislative Assembly to create solutions to address homelessness, the NWT HC supports the Minister Responsible for Homelessness through the provision of funds that assist persons who have an emergency homelessness need, resources for the capital needs of shelters, funding for small community projects that alleviate homelessness, the construction and support for housing for homeless persons in smaller communities and the development of program approaches such as Housing First, which aims to provide housing and wrap-around support services to homeless persons. The NWT HC intends to host a workshop involving homelessness stakeholders in Yellowknife to discuss current resources and interventions being employed and potential new contributions. Feedback from this workshop would lead to the development of an action plan that would involve short-term, mid-term and long-term actions to address the issue of homelessness in Yellowknife.

The NWT HC, in conjunction with other departments and agencies that support homelessness initiatives such as ECE, HSS, Justice and YHSSA have initiated a review of GNWT homelessness supports with the objectives of identifying gaps in programming, policy and program inconsistencies and developing recommendations for the improvement of GNWT homelessness interventions. The results of this work will be available for the homelessness stakeholder workshop as a reference for further feedback on improved approaches.

In smaller communities, the NWT HC will be constructing singles' 4-plexes with tiny suites with basic amenities designed to assist homeless persons in stabilizing their housing situation so that they have the ability to focus on other areas where they may face challenges. The NWT HC will be working with a local proponent to manage the units and that will facilitate the provision of support services to the individuals. Program supports may include counseling for addictions, support for mental health, income support assistance, career development, on-the-land activities and other programming offered by the GNWT and communities. This action supports the 18<sup>th</sup> Legislative Assembly priority of increasing safe and affordable housing, especially in relation to single-person households and people that are homeless.

The NWT HC supports the housing aspirations of Aboriginal and local governments by assisting them in housing program and policy design, sale and disposition of surplus NWT HC assets where appropriate, options for program delivery arrangements, and technical, program and financial knowledge transfer.

Providing timely and informative program and service material for NWT residents is a priority of the NWT HC. This ensures that residents are able to access the housing programs and services that they need. The NWT HC, to guide its corporate approach for communications will be updating its Corporate Communications Strategy. The NWT HC utilizes a number of different approaches to distribute information including traditional text-based material like posters and brochures, ads in magazine and newspapers, radio, and social media.



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

### Key Activity 3 – 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 and 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 programs and services.

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.

#### CORPORATE HIGHLIGHTS

Finance and Infrastructure Services has many roles to play in support of actions that support the priorities of the 18<sup>th</sup> Assembly, especially in relation to the provision of adequate and stable level of funding for the delivery of the public housing program and ensuring that delivery of housing services are seamless and delivered effectively and efficiently.



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

Finance and Infrastructure Services plays a critical role in the overall financial management and administration for the NWTHC.

### Financial Management

Considerable work has been completed related to the initiative to improve community housing services. A new funding formula for the LHOs was implemented in 2014-15 that will continue to support consistent funding approaches for improved overall financial management and on-going monitoring and assessment. In 2016-17 the review of LHO financial processing systems will continue with a goal to gain efficiencies in processing and consolidation of financial data. The Finance and Administration Division will also be reviewing contracts with utilities services providers to determine if additional cost efficiencies can be obtained.

The implementation of the Corporation's Collection Strategy will continue to be a priority in 2016-17. Systems are being updated to improve monitoring of arrears and implementation of Rental Officer orders. The collection unit is coordinating activity associated with cases where collection activities like garnishees and set-offs are required. Collections through the activities of the Collections Unit in 2015-16 are expected to be approximately \$900,000 providing much needed funding for reinvestment in the NWTHC's social housing programs and services.

The Finance and Administration Division will continue to support the NWTHC's on-going cash management requirements. The NWTHC is restricted to those types of investments specified in Subsection 52(1) of the *Financial Administration Act*, which states:

A public agency may invest money belonging to the public agency:

- a) In deposit receipts, deposit notes, certificates of deposit, acceptances and other investment instruments by a financial institution authorized to carry on business in Canada;
- b) In notes, bonds, debentures and other documents evidencing indebtedness issued by the Government of Canada and the government of a province or territory or municipality; and
- c) In bills, notes, acceptances and other investment instruments issued, guaranteed or endorsed by a corporation that is authorized to carry on business in Canada.

Investments are determined through cash management procedures ensuring surplus funds are invested in those forms of security that are secure while maintaining an adequate level of cash on hand to meet daily requirements. Surplus funds for 2014-15 were invested in secure short and long-term financial instruments. Short term investments had an average market yield of 1.83%. Longer term investments had a weighted average yield of 1.69%.

### Systems Enhancements

Systems development continues to play a key role in enabling the Corporation's programs and services delivery.

The NWTHC is preparing to enter into a Memorandum of Understanding with the Canada Revenue Agency (CRA) for the acquisition of housing program tenants' annual income information, via automated processes. This will replace the existing process of Local Housing Authorities faxing CRA





## Northwest Territories Housing Corporation 2016-17 Corporate Plan

and waiting for the request to be processed and sent via return fax. The automated process will see NWT HC information systems sending automatic requests to CRA for a tenant's annual income, as declared on their tax return filed with CRA. Upon receipt of the NWT HC request, CRA's system will automatically process the request and provide a response back to the originating NWT HC system. The automated process will entail enhancements to the NWT HC's Territorial Housing System for the administration of the Public Housing Program. With the Tenant's written consent, this automated CRA income information will enable the NWT HC to effectively administer NWT HC housing programs, including ensuring accurate and complete income assessments.

In 2015-16, system enhancements were implemented for the Asset Cost Tracking System (ACTS) to support the use of utilities standards for exception reporting and on-going monitoring. This new functionality will assist the Corporation in closely monitoring these expenditures over time.

The NWT HC will also be exploring opportunities to strengthen and improve network security and data integrity at Local Housing Offices. This would reinforce workstation security and work to prevent vulnerabilities from being exploited. Data integrity and data security services would be expanded to build upon existing practises to ensure user data is backed up in accordance with policies. Business continuity capabilities in terms of minimal data loss and resumption of information technology services would also be expanded. The NWT HC is participating in a GNWT-wide review of Information, Communications and Technology functions to determine opportunities for improved efficiencies and higher service levels.

The NWT HC will continue to advance the multi-year plan for the conversion of critical information systems to a web-based platform. The Territorial Housing System, critical to the administration of the Public Housing Program, was successfully converted to a web-based platform in 2015-16. The Client Application System, used for the administration of Homeownership Housing Programs, is scheduled to be converted in 2016-17 fiscal year.

There are also a number of strategic priorities linked to infrastructure investments. Overall, the proposed capital acquisition plan is \$22.187 million for 2016-17. This will be the third year of higher than normal investment with the delivery of the remaining market housing units for non-market communities.

### **Market Housing**

The lack of market housing options in small communities has been noted as a challenge to effective service delivery, especially in the case of front-line workers like teachers and nurses. A key aspect in the recruitment and retention of these essential personnel is the availability of affordable housing. The NWT HC supports approximately 130 affordable housing units available for rent in most non-market communities in the NWT through its Market Housing Program. The units are maintained and inspected on a regular basis. To support the demand for more market housing for community workers the NWT HC is delivering approximately 100 units over three years, 2014-17. Through an RFP, the NWT HC will be encouraging local, regional and territorial bidders to participate. The NWT HC is interested in supporting and increasing the capacity of northern manufacturers to produce a product appropriate for market housing purposes. The NWT HC also needs to consider the construction capacity in all communities and support their capacity development as well. It is important that the development of these units is completed through cost-effective means as the costs for construction will relate directly to the rent that the end user pays. A



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

cost-effective product will ensure that front-line and community workers will pay an affordable rent.

### **Seniors' Housing**

In response to the increasing demand for seniors' housing, the NWT HC will examine opportunities to deliver and construct more seniors' supported independent living facilities that provide an opportunity for seniors to remain in their home communities and to access valuable community and family support. As a priority that dovetails with the goals of the federal government, the NWT HC will be ensuring that a plan is prepared to respond to new federal funding for seniors' housing. In 2016-17, the NWT HC will be completing the delivery of four new seniors' independent living facilities for the communities of Fort McPherson, Fort Liard, Fort Good Hope and Whati. These facilities will continue to include considerations for homecare services in partnership with the Department of Health and Social Services. These activities are consistent with priorities of the 18<sup>th</sup> Legislative Assembly

The NWT HC has also committed to add public housing units in smaller NWT communities that have been underserved by the public housing program. In 2015-16, 10 new public housing units were added in the communities of Wekwéeti, Colville Lake, Jean Marie River, Wrigley and Lutselk'e.

### **RCMP Housing**

The NWT HC, working in partnership with the Department of Justice, will be delivering 46 market rental units for RCMP members over a three year capital delivery plan beginning in 2016-17. In the fall of 2015-16, the RCMP was notified that effective April 1, 2016 the federal Public Works and Government Services Canada (PWGSC) would be discontinuing their housing program for RCMP members. This program included the provision and property management of rental units for their staff in the communities of Inuvik, Norman Wells, Hay River, Fort Smith and Fort Simpson. PWGSC, who previously provided property management functions for Government of Canada departments, plans to transition out of that service. The RCMP, recognizing the long history of property management experience by the NWT HC, approached the NWT HC to consider constructing market housing specifically designed for RCMP purposes.

This initiative supports the Mandate of the 18<sup>th</sup> Legislative Assembly under Cost-of-Living by implementing northern solutions for northern housing by working in partnership with other orders of government to address affordable housing requirements in support of their service delivery to NWT residents. The NWT HC intends to direct the net returns from this initiative towards addressing the significant financial challenge of declining CMHC funding required for social housing.

### **Singles' Housing**

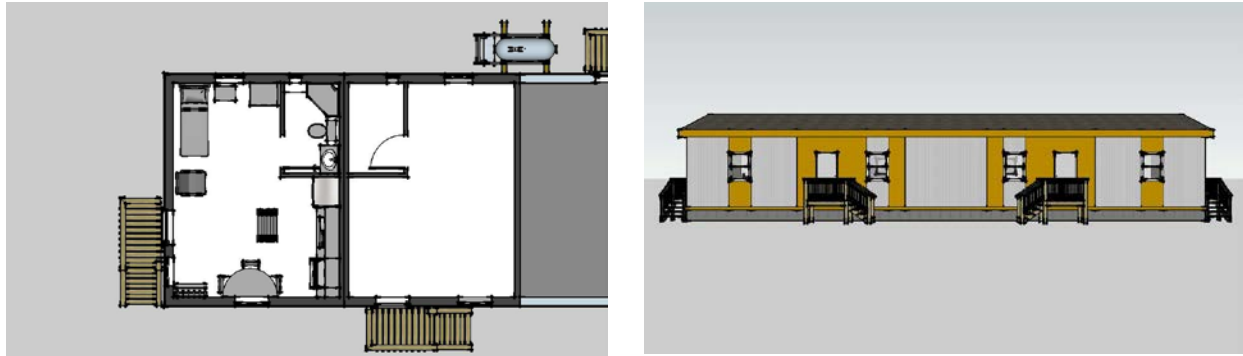
In recognition that 67% of the Public Housing waiting list is for single-bedroom housing, the NWT HC will develop a program approach to address high demand for single person households including those that are homeless. This would involve developing a design concept that is suitable for the demand for single-bedroom units, especially singles. These tiny suites clusters could be similar in design to the approach that the NWT HC is taking in some rural and remote communities to address relative homelessness or couch-surfing.





## Northwest Territories Housing Corporation 2016-17 Corporate Plan

Figure 8: Design Concept for 4-Plex with Tiny Suites



### Surplus Housing

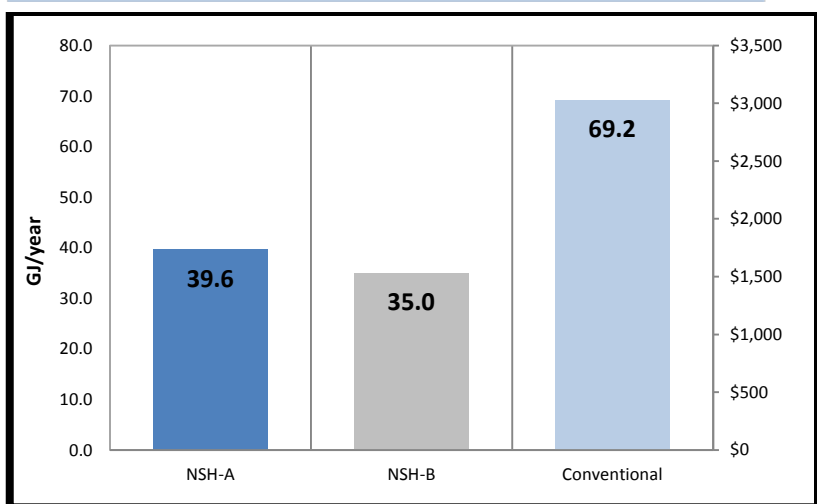
The NWT HC will also be renewing its efforts to dispose of surplus units, units that are beyond their useful life. These units may be disposed of either through sale or demolition. It is important the land that some of these units occupy become available in order for new housing investments to be made. Regulations around hazardous assessment and abatement of older units have been significant barriers in addressing this issue. Community-based solutions will be examined including the utilization of youth training programs and tenant productive choice participation. Based on assessments as of March 31, 2015, the NWT HC had a total of 44 units approved for sale, and 14 units approved for demolition. During 2015-16, the NWT HC demolished a total of 8 units and sold an additional 15 units.

### Energy Efficiency

Energy efficiency is important to the sustainability and longevity of the NWT HC's housing portfolio and a key priority of the 18<sup>th</sup> Legislative Assembly pertaining to lowering the cost of living as well as proper stewardship of the economy, the environment and climate change. This includes public and affordable rental housing and repairs and construction supported by NWT HC homeownership programs. In addition to the NWT HC's investments in housing retrofit projects across the NWT, the NWT HC has also invested over \$

1 million in eight solar and biomass projects since 2010-11 in the communities of Inuvik, Fort Simpson, Hay River, Behchoko, Dettah, N'Dilo and Fort Resolution. Three additional solar projects are planned for 2016-17 as a component of the 17-unit Sydney Replacement project in Inuvik, the

Figure 9: Annual Heat Consumption, Northern Sustainable House, 2014-15





## Northwest Territories Housing Corporation 2016-17 Corporate Plan

Fort Liard Senior's 9-plex project and the Fort McPherson Senior's 9-plex project. These energy investments will continue to yield reductions in energy consumption and related cost savings for the Corporation. For example, results from the Northern Sustainable House Duplex Project in Inuvik indicate reduced energy consumption (including hot water and space heating) of approximately 46% compared to a house built to the EGH 80 standard.

The NWT HC will be working in partnership with Arctic Energy Alliance (AEA) to support the LED lighting initiative in 2016-17. This would entail the distribution of free LED bulbs to NWT HC rental tenants. This action of promoting energy-efficient technologies in residential and public sectors supports the 18<sup>th</sup> Legislative Assembly goal of lowering the cost of living.

### New Infrastructure Investment

The federal budget, tabled on March 22, 2016, includes a first phase of social infrastructure funding totaling \$3.4 billion over five years to expand affordable housing. Of this amount, \$2.3 billion will be allocated over the next two years, starting in 2016-17, to create access to more affordable housing. CMHC recently confirmed the NWT's share of this initial two year allocation to be \$35.4 million comprised of a doubling of the current cost shared IAH Agreement for \$3.8 million and an additional \$31.6 million of federal disbursements only. This \$31.6 million includes a designated amount of \$15 million for the Inuvialuit Settlement Region. This funding will form part of the NWT HC's capital plans for the next two years.

## PERFORMANCE MEASURES

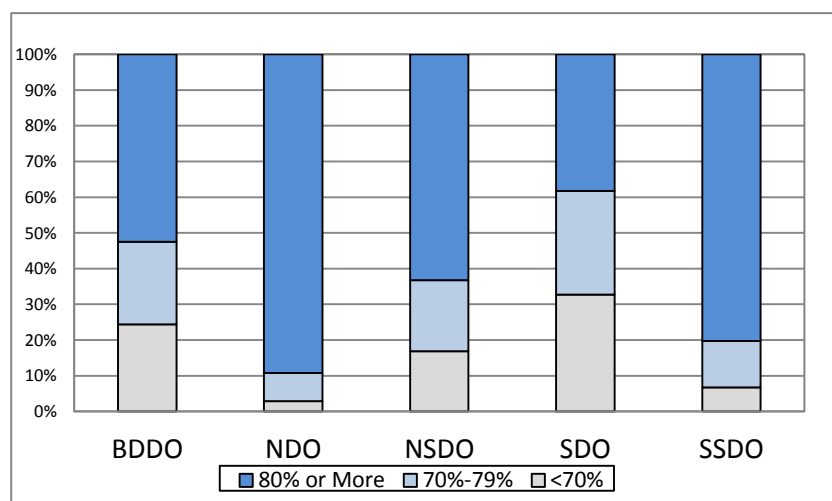
### Measure 1: Condition Ratings of NWT HC Assets

A critical performance area related to Community Housing Services is the maintenance of our assets. The NWT HC requires that condition ratings are completed on all units on an annual basis. These condition ratings provide important information needed for capital planning and information for maintenance activities. In addition, the condition ratings provide a mechanism for reporting on the overall condition of our stock.

Condition ratings completed in 2014-15 indicate that overall 18% of the NWT HC housing stock had a condition rating under 70%. Units with a condition rating under 70% are closely considered for the capital plan. A result under 70% likely indicates a number of housing components are in need of major repair or replacement.

There are 82% of the NWT HC housing units with a condition rating over 70%. This is broken down into 20% between 70%

Figure 10: Condition Ratings by District, March 31, 2015





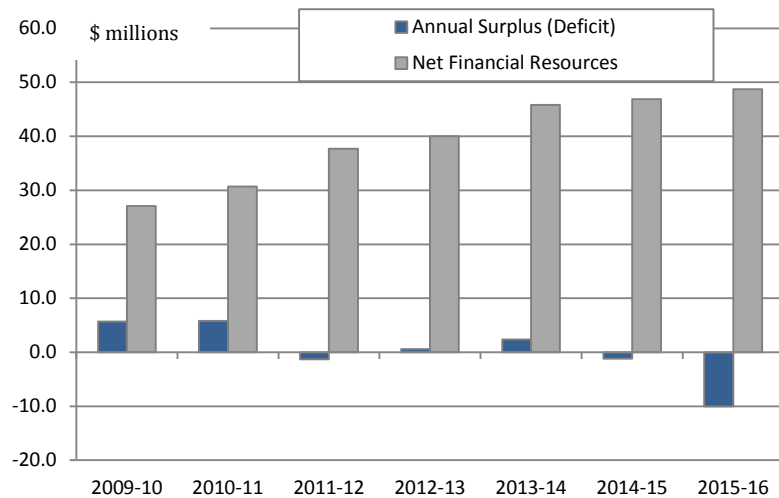
## Northwest Territories Housing Corporation 2016-17 Corporate Plan

and 79% and 62% with a condition rating over 80%. Units between 70% and 79% typically have a number of maintenance issues or may have a component that needs repairs or replacement. Units over 80% normally just have maintenance issues.

### Measure 2: Financial Health of the NWT Housing Corporation

Overall the NWT HC is in a strong financial position. Annual surpluses in recent years and careful cash management have led to net financial assets totaling of approximately \$ 46 million at the end of 2014-15. A significant portion of these accumulated assets have been allocated to projects like the construction of the four new seniors' independent living facilities and the replacement of the Joe Greenland Centre, the addition of 10 new Public Housing units in smaller NWT communities, and the investment in remediation and disposal of surplus units. These resources also include carry-over and deferred projects which will be completed during 2015-16. As these initiatives are completed and the financial reserve is drawn down, the Corporation will return to a stable cash position.

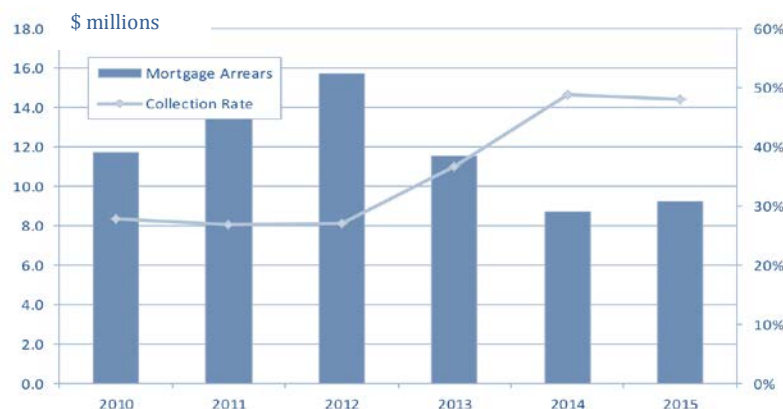
Figure 11: Net Financial Assets, 2009-2016



There has been increased emphasis on collections in recent years. While the NWT HC no longer provides mortgages directly to clients, there are about 341 historical mortgages still held by the NWT HC.

Accumulated arrears peaked in 2012 at about \$16 million; at the end of 2012 the NWT HC introduced the Revised Mortgage Balance Program. Under this initiative, clients were provided a fresh start on their mortgages and offered stable, affordable monthly payments. By March 2015 the overall collection rate reached almost 50% and accumulated arrears were reduced to \$9.2 million.

Figure 12: Mortgage Collection Rate and Accumulated Arrears, 2010-2015



This Revised Mortgage Balance Program has been effective. Since its introduction, 12% of clients have finished their mortgage with the NWT HC, about half are making payments under the new program, and



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

34% remain with their old mortgage program. A significant issue is reflected in the difference in collection rates which were 84% for clients signing up for the new program compared to 10% for those remaining with their old mortgage program. Addressing the arrears of the clients in the old mortgage programs will continue to be a priority in the coming year.

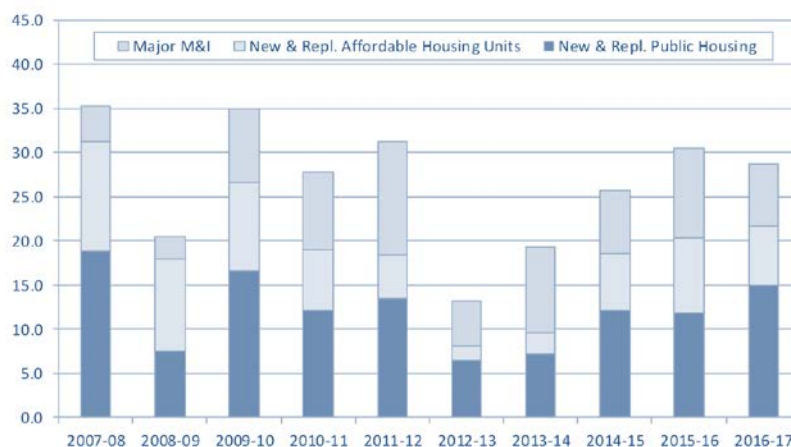
### Measure 3: Value of NWT HC Infrastructure Projects

The NWT HC major capital spending is allocated amongst new and replacement public housing, new and replacement affordable housing units, and completing major repairs and retrofits to NWT HC housing stock. The major capital spending does not include the significant number of projects related to the homeownership repair programs.

Between 2006-07 and 2016-17 (proposed infrastructure plan) the NWT HC will have spent a total of \$275 million on housing assets. This has included \$118 million for new and replacement public housing, \$75 million for new and replacement affordable housing units, and \$82 million in major retrofits to existing units.

The base capital budget for the NWT HC is approximately \$15 million annually. Late last decade, the NWT HC was able to access significant resources from the Northern Housing Trust and the Canadian Economic Action Plan (CEAP). For 2014-15 and the planned 2015-16 capital plan, increased spending is related to the investment to add approximately 100 market rentals across the NWT, a strategic investment of \$10 million to improve the quality of the social housing stock, and an investment to construct five new seniors independent living facilities and a small number of public housing units in underserved communities.

**Figure 13: Major Infrastructure Spending, 2007-2017**

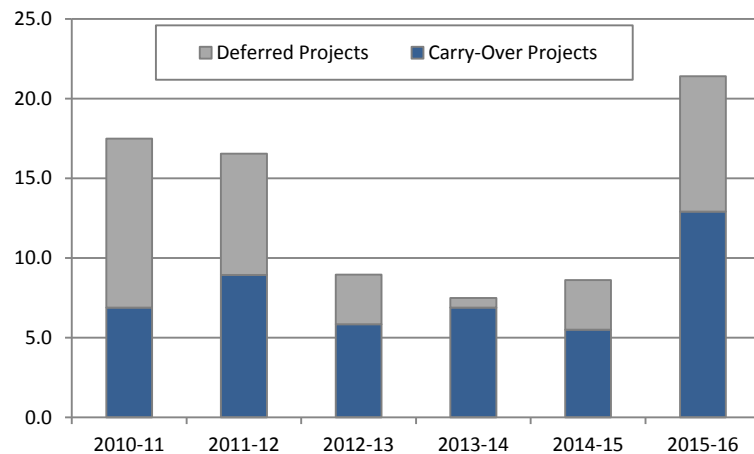




## Northwest Territories Housing Corporation 2016-17 Corporate Plan

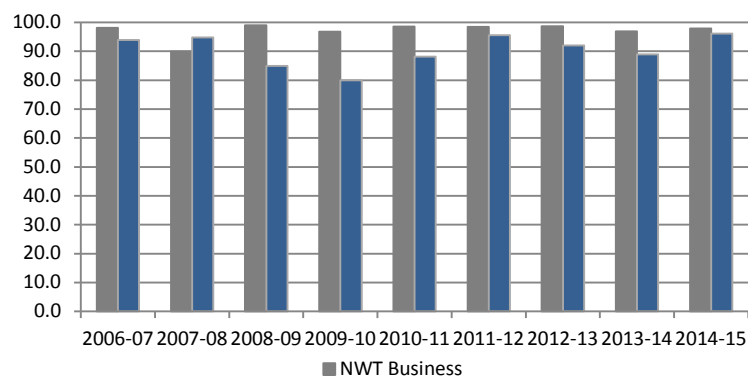
The value of the NWT HC's deferred and carry-over projects have seen reductions in recent years. Amounts were higher in 2015-16 due to a few larger valued projects requiring additional time to complete such as the 17-unit Sydney Apartment replacement project, 19-plex in Yellowknife and the seniors 9-plexes in Fort Liard and Fort McPherson. The contract for the Sydney Apartment replacement needed to be cancelled late in early 2016 due to non-performance. This project will be re-tendered in 2016-17 and is expected to be ready for occupancy in fall 2016.

Figure 14: Deferred and Carry-over Projects, 2010-2016



The NWT HC recognizes the importance of its program delivery to the local business community. Results for 2014-15 are consistent with previous years with 98%, up from 97% in 2013-14, of the total value of contracts awarded to NWT businesses. A total of 96%, up from 89% in 2013-14, of the contract values in 2014-15 were awarded through requests for proposal and tender competitive processes.

Figure 15: NWT HC Contracting, by Location of Firm and Contracting Process, 2006-2015



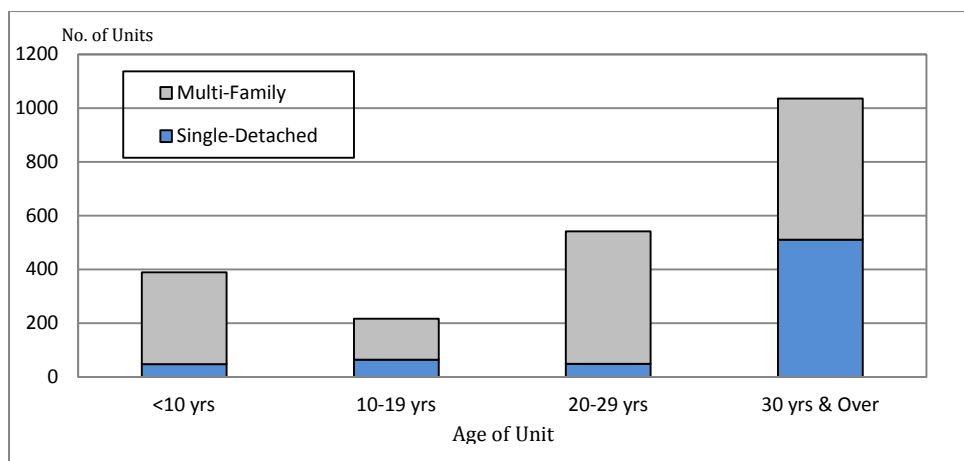




## Northwest Territories Housing Corporation 2016-17 Corporate Plan

As part of the NWT HC's overall strategy to manage the operating costs for social housing, the Corporation continues to prioritize investments towards multi-family units as opposed to single detached units. Currently about 69%, up from 66% in the previous year, of public housing assets owned by the NWT HC are part of a multi-family configuration. For public housing units built in the past decade, 88% have a multi-family configuration.

Figure 16: NWT HC Owned Public Housing Units, by Configuration and Age



For affordable housing units (used for the HELP program and market rentals), there is a much greater use of single detached units with 19%, up from 13% in the previous year, being part of a multi-family configuration. The reason for this is that one of the objectives of the HELP program is to move participants towards homeownership. Homeownership units are typically single detached units. It should be noted that most of the new market rentals being added over the next few years will be duplexes.

### Measure 4: Efficiently Manage Operating Costs

Managing operating costs is a critical component of the overall strategy to address the declining CMHC funding and just as importantly, ensuring that the housing programs are sustainable. In 2014-15, the NWT HC implemented a new Asset Cost Tracking System (ACTS) for improved unit level utilities consumption reporting and monitoring. This new system supports the Corporation in continuously improving upon the overall management of one of the NWT HC's major expenditure areas and in better understanding the implications of energy investments and client behavior in terms of consumption and cost.

In 2015-16, the NWT HC introduced the use of utilities standards for exception reporting and on-going monitoring.

- For power, the NWT HC adopted the Territorial Power Support Program standards. A



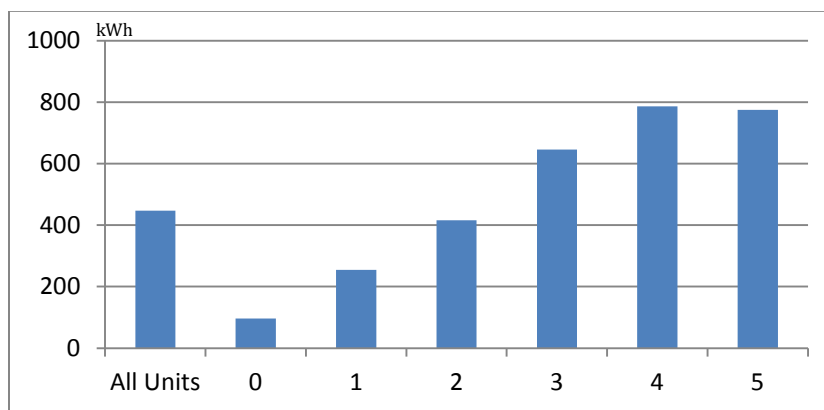
## Northwest Territories Housing Corporation 2016-17 Corporate Plan

reasonable consumption standard between April 1 and August 31 is 600 kW and 1000 kW between September 1 and March 31.

- For water, the NWT HC has adopted Municipal and Community Affairs standards of 90 litres per person per day for tanked services and 225 litres per person per day for municipal services.
- For heating fuel, the NWT HC has established a standard based on the size and location of units. These heating standards were based on heating degree-day methodology, which is a common measurement designed to reflect the demand for energy needed to heat a building.

Consumption data from 2015-16 will serve as the base year for on-going performance measurement. An analysis of 2015-16 data for electricity indicates that the overall average unit consumption is approximately 445 kWh/month. This consumption level is well below the Territorial Power Support Program thresholds.

Figure 17: Electricity Consumption (kWh) by Bedroom Count

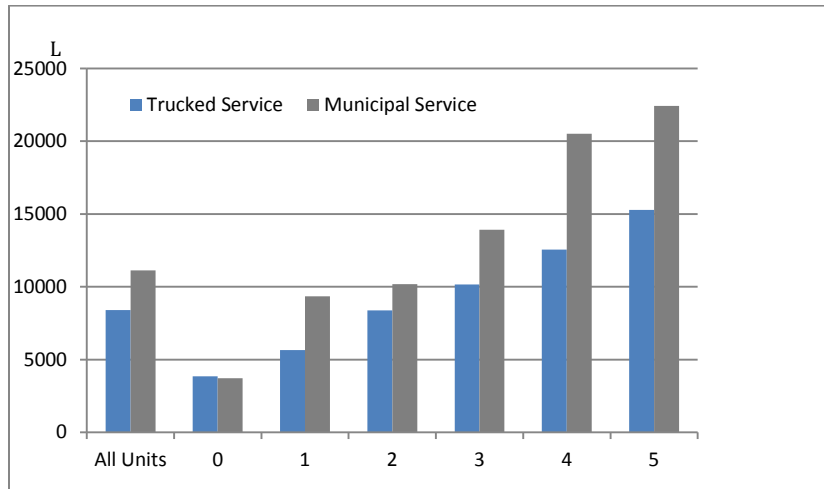


For water, the average overall unit consumption for trucked services is approximately 8,400 litres per month and for piped services 11,100 litres per month. Based on an average number of tenants per unit of approximately 2.7, this translates into 103 litres per day and 137 litres per day for trucked and piped services, respectively. This data indicates that the average unit consumption for trucked services is slightly higher than the recommended standard while the consumption for piped services is currently well below the standard.



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

Figure 18: Water Usage (L) per month by Bedroom Count



In terms of heating fuel, standard amounts will vary according to the size and location of the units. Four examples have been outlined below to illustrate how this standard is being applied.

Figure 19: Heating Fuel Consumption by Selected Communities  
January 2015

Community	Standard (L)	Actuals (L)
Yellowknife	379.66	350.94
Deline	383.55	378.49
Fort Simpson	368.93	406.91
Tsiigehtchic	391.64	451.24

For maintenance activity, two main areas that need to be monitored are completions of preventative maintenance on all the units and the emergency & demand maintenance which can be a significant cost driver. Starting in April 2014, the NWT HC began the implementation of the new on-line Web Work maintenance management system.

This new system provides an opportunity for the development of performance indicators related to maintaining our housing assets. While it is expected to take some time for the system usage to be stabilized, one indicator that will be considered relates to the number of work orders completed.

Approximately 26,000 work orders were completed in 2014-15. Of these, 21,000 were for emergency or demand type activity and 5,400 for preventive maintenance. The figures below outline the top seven categories for emergency or demand maintenance and preventive maintenance work orders.





## Northwest Territories Housing Corporation 2016-17 Corporate Plan

Figure 20: Completed Emergency and Demand Work Orders, by Type  
2014-2015

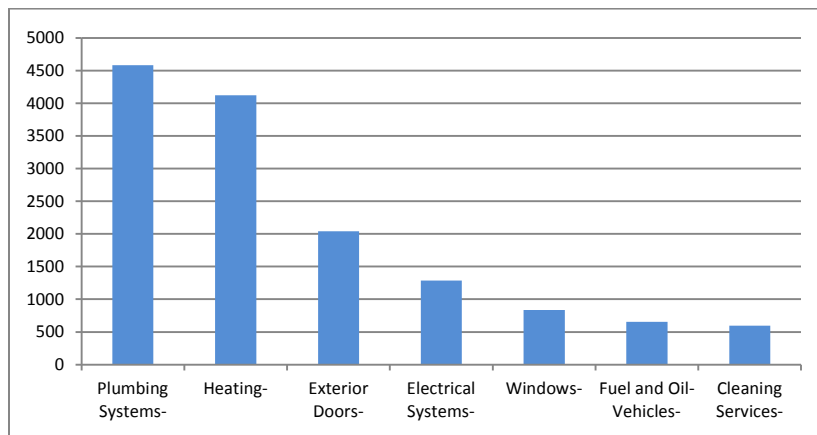
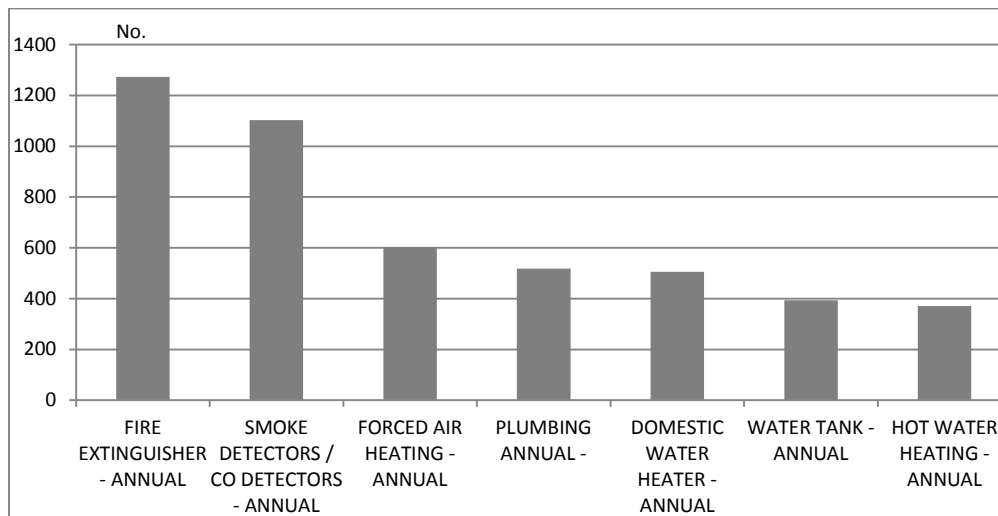


Figure 21: Completed Preventative Work Orders, by Type, 2014-2015





## Northwest Territories Housing Corporation 2016-17 Corporate Plan

### Key Activity 4 – Programs and District Operations

#### DESCRIPTION

The Programs and District Operations Branch oversees the development, implementation, monitoring, and delivery of programs and initiatives that support the NWT HC's responsiveness to housing needs in the NWT. The Branch provides corporate support, training, and oversight to the NWT HC's five District Offices for the delivery of housing programs and services in order to ensure a continuity of approach to program delivery.

The Program Development and Implementation Division works closely with District Offices and Local Housing Organizations (LHOs) to ensure compliance with existing program policies and procedures. This Division also develops and updates ongoing operational policies and procedures to ensure housing programs remain updated and responsive, and to ensure that District Offices and LHOs have the support, training and capacity required to effectively and efficiently deliver the NWT HC's programs and services.

District Offices are responsible for the administration of district capital and program delivery. District Offices also play a pivotal role in lands acquisition and development, maintenance, training, and work closely with stakeholders at the community level. District Offices work with LHOs and NWT residents to identify options for programming to assist individuals and families in decision making regarding their housing needs. An important component of the relationship between District Offices and LHOs and residents are the services related to advice and counseling, such as providing counselling related to obtaining a mortgage to buy or build a new home, or to access a home through the Homeownership Entry Level Program (HELP) which is designed to prepare clients for future homeownership. District Offices provide support to communities in program and service delivery through LHOs. LHOs provide property management services for the NWT HC's portfolio of rental housing which includes public housing units and HELP units, while also providing front-line housing services at the community level.

#### CORPORATE HIGHLIGHTS

Programs and District Operations plays an important role in monitoring for the purposes of ensuring that NWT HC programs and services are consistently delivered throughout all District offices and through its community services agents - LHOs. The NWT HC continues to focus on improving its service delivery and the marketing of its programs to seniors, especially seniors who own their own homes and need support for repairs. Opportunities for increased accessibility and communications of programs such as preventative maintenance, renovation and mobility upgrades will be examined especially as these programs assist seniors to age in place. Current seniors-specific marketing products will be evaluated with the objective of developing a comprehensive communications plan that specifically targets the needs of seniors, especially homeowner seniors.

The NWT HC will also be assessing feedback and responses received as part of the survey that they will conduct to update the priority actions for its strategic framework. The NWT HC will analyze any suggestions that may improve program design or policy.



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

Regular monitoring of LHO operations is essential to ensure they are providing optimal services to community residents. The NWTHC utilizes several mechanisms to monitor their performance including:

- **Computerized Tenant Systems:** These systems provide real-time data related to several areas of LHO operations that are related to tenants. The system provides assurance that LHOs are treating applicants and tenants in accordance with policies and procedures. Some of the areas monitored include: tenant assessments and rent collections; unit allocations; arrears repayment plans; waiting lists; and vacant units. Real-time data enables the NWTHC to provide immediate support to LHOs to address deficiencies and take corrective action.
- **Regular Reporting:** In addition to monitoring the activities of LHOs regularly through its computerized systems, third-party financial audits are conducted annually. District Offices provide support to LHOs to take corrective actions on any anomalies identified through the audit.
- **Annual LHO Assessment:** During the fall of 2015, the NWTHC rolled-out new community housing services agreements with LHOs to replace its previous agreements that were outdated. The new agreements include an annual operational assessment toolkit that measures LHO performance in accordance with an accountability framework. The NWTHC measures LHO performance in areas related to management and administration, tenant relations, maintenance, and housing program supports.
- **Workshops and Training:** The NWTHC funds LHOs for ongoing capacity development through the delivery of workshops and other training.

### PERFORMANCE MEASURES

#### Measure 1: Rate of Rental Housing Rent Collection

Rental collection rates at or near 100% indicate that tenants and clients of the NWTHC's rental housing programs understand and comply with the rental program they are participating in. The NWTHC's rental housing programs generate rental revenues that are essential to the delivery of community housing services. Accordingly, the NWTHC's collection policies and procedures are rigid in order to ensure tenants and clients don't fall too deep into arrears, and to ensure that rental arrears are collected and re-invested back into housing programs and services.

#### Measure 2: Number of Preventative Maintenance Repairs

The NWTHC assists homeowners with preventative maintenance repairs through its Contributing Assistance for Repairs & Enhancements (CARE) program. Completing regular preventative maintenance checks and minor servicing supports the prevention of larger future repair issues, and ensures homes are safe and healthy to occupy. Increased uptake in the program is an indicator of



## Northwest Territories Housing Corporation 2016-17 Corporate Plan

awareness and responsibility of homeowners to make sure that equipment such as heating systems, water systems, and fire protection equipment is operating properly.

Figure 22: Home Preventative Maintenance Projects, by Type, 2012-2015

Year	Homeowner Preventative Maintenance Projects
2014-15	183
2013-14	176
2012-13	126

### Measure 3: Number of Homeowners Participating in Homeownership Programs

In additions to participation levels in NWT HC homeownership programs, the NWT HC also uses various indicators to measure program effectiveness. These measures include:

- Client education: Participation by clients, and the public at large, in the NWT HC's Solutions To Educate People (STEP) program. Through STEP, residents receive training in budgeting, banking & credit, home purchase, and home maintenance.
- Financial participation by clients in the home repair process. Within the Securing Assistance For Emergencies (SAFE) program and the CARE Major program, clients may be required to provide a co-pay portion towards the cost of the repairs. Accordingly, clients are counselled to complete the most urgent repairs that are necessary for a safe and healthy occupancy. Secondly, clients may elect complete additional repairs to the homes and choose to increase their co-pay amount. As the NWT HC continually monitors the delivery of its housing programs, the co-pay levels of CARE and SAFE are one of the categories that will be monitored closely in order to determine its effectiveness.
- Client relations: An essential component to housing program delivery is client counselling to ensure they have a clear understanding of program requirements, agreements & documents, and financial accountabilities. Deficiencies in any of these areas can lead to the accumulation of arrears and create significant burden on clients. Accordingly, the NWT HC's collection policies and procedures also apply to homeownership clients in order to prevent the accumulation of arrears and to ensure the collection of arrears.

<b>NORTHWEST TERRITORIES HOUSING CORPORATION</b>
--

**2016-17 Business Plan****Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Departmental Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>4</b>	<b>Proposed Adjustments to Grants &amp; Contributions: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>5</b>	<b>Human Resources Statistics</b>
<b>6</b>	<b>Infrastructure Investments</b>
<b>7</b>	<b>Restatements</b>

<b>CORPORATE SUMMARY</b>
--------------------------

(thousands of dollars)

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Revised Estimates</b>	<b>2015-16 Main Estimates</b>	<b>2014-15 Actuals</b>
<b>Operations Expenses by Activity</b>				
Community Housing Services	54,017	54,549	54,430	54,315
Executive	1,391	1,368	1,368	1,390
Finance & Infrastructure Services	19,013	19,269	19,268	18,489
Programs & District Operations	30,820	32,255	32,211	34,369
<b>Total Operations Expenses by Activity</b>	<b>105,241</b>	<b>107,441</b>	<b>107,277</b>	<b>108,563</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	13,464	13,674	13,629	14,727
Grants and Contributions	32,938	34,403	34,284	39,817
Other	44,279	44,960	44,960	42,319
Amortization	14,560	14,404	14,404	11,700
<b>Total Operations Expenses by Object</b>	<b>105,241</b>	<b>107,441</b>	<b>107,277</b>	<b>108,563</b>
<b>Capital Acquisition Plan</b>	<b>25,470</b>	<b>36,422</b>	<b>35,850</b>	<b>26,139</b>
<b>Total Expenditures</b>	<b>130,711</b>	<b>143,863</b>	<b>143,127</b>	<b>134,702</b>
<b>Revenues</b>	<b>130,711</b>	<b>143,863</b>	<b>143,127</b>	<b>133,509</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,193)</b>

**HUMAN RESOURCE SUMMARY**

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Main Estimates</b>
Yellowknife Headquarters	55	57
Regional / Area Offices	57	59
Other Communities	-	-
	<b>112</b>	<b>116</b>

## Operations Expense Summary

PROPOSED ADJUSTMENTS	

[illegible]

Operations Expense Summary

(thousands of dollars)

PROPOSED ADJUSTMENTS

2015-16	Main								Inter-			2016-17
Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Adjustments	Departmental Transfers and Other	Amortization	Business Plan	

**Notes:**  
**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.  
**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.  
**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.  
**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.  
**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.  
**Restatements** include departmental reorganizations of functions



## Major Revenue Changes

(thousands of dollars)

## PROPOSED ADJUSTMENTS

	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>CORPORATE REVENUES</b>							
CMHC AHI & Renovation Programs	1,840	-	1,840	1,840	-	-	
CMHC Recoveries Capital Improvements	1,456	-	1,456	1,364	(92)	(6.3)	
CMHC Recoveries Unilateral Programs	3,918	-	3,918	3,918	-	-	
CMHC Recoveries O&M Programs	10,100	-	10,100	9,970	(130)	(1.3)	
CMHC Recoveries Debt Repayment	5,033	-	5,033	4,946	(87)	(1.7)	
Sale of Housing & Other Recoveries	1,845	-	1,845	1,845	-	-	
CHS Rent Revenue	8,513	-	8,513	9,009	496	5.8	
Other O&M Revenue	950	-	950	700	(250)	(26.3)	Investment Revenue reduction
Lease Revenue	425	-	425	425	-	-	
Deferred Capital	9,275	-	9,275	-	(9,275)	(100.0)	Revised investment in Capital
Non Cash Item - Amortization	14,404	-	14,404	14,560	156	1.1	
GNWT Contribution	85,368	-	85,368	82,134	(3,234)	(3.8)	
<b>Total Revenue</b>	<b>143,127</b>	<b>-</b>	<b>143,127</b>	<b>130,711</b>	<b>(12,416)</b>	<b>(133)</b>	

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)											
PROPOSED ADJUSTMENTS											
Explanation of Proposed Adjustments	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter-Departmental Transfers and Other Adjustments	2016-17 Business Plan	
<b>Community Housing Services</b>											
Administration	Northern Allowance Adjustment	7,702	-	7,702	-	44	-	-	-	-	7,746
Apprentices	Northern Allowance Adjustment	751	-	751	-	10	-	-	-	-	761
Deficit Funding		-	-	-	-	-	-	-	-	-	-
Maintenance	Northern Allowance Adjustment	11,633	-	11,633	-	65	-	-	-	-	11,773
	New AHI Units under Administration	-	-	-	-	-	35	-	-	-	
	New 19-plex Yellowknife - owned	-	-	-	-	-	40	-	-	-	
Training & Support Workshops		127	-	127	-	-	-	-	-	-	127
		<b>20,213</b>	<b>-</b>	<b>20,213</b>	<b>-</b>	<b>119</b>	<b>-</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>20,407</b>
<b>Finance &amp; Infrastructure Services</b>											
Federal & Territorial 3rd Party		2,520	-	2,520	-	-	-	-	-	-	2,520
Homelessness Fund		855	-	855	-	-	-	(50)	-	-	805
Non Residential Building Operations		392	-	392	-	-	-	-	-	-	392
Rental Housing in Rural & Remote		783	-	783	-	-	-	-	-	-	783
Transitional Rent Supplement Program		900	-	900	-	-	-	-	-	-	900
		<b>5,450</b>	<b>-</b>	<b>5,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(50)</b>	<b>-</b>	<b>-</b>	<b>5,400</b>
<b>Programs &amp; District Operations</b>											
Maintenance & Improvement	Investment Revenue reduction	1,669	-	1,669	-	-	(250)	-	-	-	1,192
	New AHI Units under administration	-	-	-	-	-	304	-	-	-	
	CMHC Declining CMHC - PH user pay	-	-	-	-	-	267	-	-	-	
	Debt Repayment	-	-	-	-	-	(58)	-	-	-	
	Transfer between Programs and Districts	-	-	-	-	-	10	-	-	-	
	Sunset - Demolition & Environmental	-	-	-	(750)	-	-	-	-	-	
PATH	Reductions	510	-	510	-	-	-	(435)	-	-	75
CARE Major	Reductions	4,410	-	4,410	-	-	-	(578)	-	-	3,832
CARE Preventative Maintenance		872	-	872	-	-	-	-	-	-	872
SAFE		1,160	-	1,160	-	-	-	-	-	-	1,160
		<b>8,621</b>	<b>-</b>	<b>8,621</b>	<b>(750)</b>	<b>-</b>	<b>273</b>	<b>(1,013)</b>	<b>-</b>	<b>-</b>	<b>7,131</b>
<b>TOTAL CORPORATION</b>		<b>34,284</b>	<b>-</b>	<b>34,284</b>	<b>(750)</b>	<b>119</b>	<b>-</b>	<b>348</b>	<b>(1,063)</b>	<b>-</b>	<b>32,938</b>

**Notes:**

**Sunsets** include sunsets of prior approved adjustments which were approved for a time-limited period.

**Forced Growth** items are increases to existing programs resulting from uncontrollable impacts such as population growth and inflation, and collective bargaining increases.

**Initiatives** are proposed new funding for the implementation of new programs or functions within a department.

**Internal Transfers** are proposed reallocations of unrestricted fiscal resources within a department.

**Inter-departmental Transfers and Other Adjustments** are transfers of programs or functions from one department to a different department.

**Restatements** include departmental reorganizations of functions

## Human Resources Statistics

## Northwest Territories Housing Corporation

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>105</b>		<b>113</b>		<b>101</b>		<b>103</b>	
<b>Indigenous Employees</b>	<b>76</b>	<b>72.4%</b>	<b>56</b>	<b>49.6%</b>	<b>51</b>	<b>50.5%</b>	<b>49</b>	<b>47.6%</b>
Aboriginal	39	37.1%	35	31.0%	32	31.7%	31	30.1%
Non-Aboriginal	37	35.2%	21	18.6%	19	18.8%	18	17.5%
Non-Indigenous Employees	29	27.6%	57	50.4%	50	49.5%	54	52.4%
Male	49	46.7%	51	45.1%	45	44.6%	47	45.6%
Female	56	53.3%	62	54.9%	56	55.4%	56	54.4%
<b>Senior Management</b>	<b>10</b>		<b>11</b>		<b>10</b>		<b>11</b>	
<b>Indigenous Employees</b>	<b>8</b>	<b>80.0%</b>	<b>8</b>	<b>72.7%</b>	<b>8</b>	<b>80.0%</b>	<b>6</b>	<b>54.5%</b>
Aboriginal	4	40.0%	4	36.4%	4	40.0%	2	18.2%
Non-Aboriginal	4	40.0%	4	36.4%	4	40.0%	4	36.4%
Non-Indigenous Employees	2	20.0%	3	27.3%	2	20.0%	5	45.5%
Male	6	60.0%	7	63.6%	7	70.0%	9	81.8%
Female	4	40.0%	4	36.4%	3	30.0%	2	18.2%
<b>Non-Traditional Occupations</b>	<b>5</b>		<b>27</b>		<b>19</b>		<b>15</b>	
<b>Indigenous Employees</b>	<b>3</b>	<b>60.0%</b>	<b>11</b>	<b>40.7%</b>	<b>6</b>	<b>31.6%</b>	<b>5</b>	<b>33.3%</b>
Aboriginal	0	0.0%	7	25.9%	3	15.8%	2	13.3%
Non-Aboriginal	3	60.0%	4	14.8%	3	15.8%	3	20.0%
Non-Indigenous Employees	2	40.0%	16	59.3%	13	68.4%	10	66.7%
Male	0	0.0%	24	88.9%	16	84.2%	13	86.7%
Female	5	100.0%	3	11.1%	3	15.8%	2	13.3%

<b>2016-17 Infrastructure Investments</b>
---

	Total	New & Repl. Housing	Retrofits	New Market Rentals	Energy	Computer & Mobile Equipment	Demolition & Environmental Remediation
--	-------	------------------------	-----------	-----------------------	--------	-----------------------------------	--

**2016-17**

NWT	25,470	7,295	7,035	10,208	-	200	732
Beaufort Delta	6,716	3,100	1,350	2,266	-	-	-
Sahtu	5,952	1,650	1,815	2,487	-	-	-
Nahendeh	1,938	-	590	1,348	-	-	-
South Slave	6,799	2,320	1,387	2,932	-	-	160
North Slave	3,293	225	1,893	1,175	-	-	-
Headquarters	772	-	-	-	-	200	572

**2015-16**

NWT	35,850	12,990	14,160	7,625	700	375	-
Beaufort Delta	11,898	6,100	4,800	848	150	-	-
Sahtu	5,994	1,100	2,300	2,544	50	-	-
Nahendeh	2,713	1,100	615	848	150	-	-
South Slave	5,990	1,240	2,905	1,695	150	-	-
North Slave	8,880	3,450	3,540	1,690	200	-	-
Headquarters	375	-	-	-	-	375	-

Schedule of Restatements
--------------------------

Department

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
----------	-------------	------	--------	----------------	------------------	--------------------	------------------	--------------------

## OPERATIONS

Total

\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---

Explanation

Total

\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---

Explanation

## REVENUES

Total

\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---

Explanation

Total

\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---

Explanation



# Annual Business Plan

**2016-2017**

**Public Works and Services**



Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest



## Department of Public Works and Services 2016-17 Business Plan

### 1. DEPARTMENTAL OVERVIEW

#### MISSION

The Department of Public Works and Services' (PWS) mission is to deliver quality services to satisfy the needs of its clients, while achieving the best value for government, communities, businesses and residents with energy efficiency and sustainability as guiding principles.

#### GOALS

- Ensure safe and reliable facilities are available to support the delivery of government programs.
- Protection of life and property through enforcement of the provisions of electrical, gas, boiler and pressure vessel legislation.
- Ensure that suitable information technology infrastructure and services are available to support the delivery of government programs and services.
- Ensure fairness and public accessibility with attention towards environmental sustainability in the government wide procurement of goods and services.
- Meet basic community needs for heating, transportation and power generation fuels through the safe and reliable provision of fuel services.
- Effectively manage government records.
- Support government-wide sustainability and energy efficiency goals through conservation and alternative energy solutions, service delivery and monitoring activities.

#### KEY ACTIVITIES SUMMARY

- **Asset Management**
  - Facility Maintenance Services
  - Facility Planning Services
  - Project Management Services
  - Property Management Services
  - Technical Support Services
  - Electrical and Mechanical Safety Services
  - Risk Management and Safety (Deferred Maintenance)
  - Capital Asset Retrofit Fund (CARF) Program
  - Corporate Capital Planning Services
- **Directorate**
  - Department Management
  - Corporate Services



## Department of Public Works and Services 2016-17 Business Plan

- Corporate Information Management
- Procurement Shared Services
- **Energy**
  - Fuel Services
  - Energy Policy and Planning
  - Energy Solutions
- **Technology Services**
  - Client Services
  - End User Support Services
  - IT Infrastructure Support Services
  - Service and Process Development

### OPERATING ENVIRONMENT

#### Infrastructure Deficit

The NWT, like other provincial/territorial jurisdictions in Canada, faces a large infrastructure deficit. The GNWT's infrastructure deficit is currently estimated at approximately \$3.5 billion over the next five years and NWT community governments have an additional \$115 million dollar deficit over the same period. The average age of NWT's public infrastructure, such as schools, health facilities and air terminal buildings is 31 years. This means most assets in the NWT are nearing the end of their 30 to 40 year lifecycle.

#### Aging Infrastructure and Demolition of End of Life Buildings

With the average age of public building infrastructure in the NWT at 31 years with a typical lifecycle of 30 to 40 years, our infrastructure is aging faster than our ability to fund its replacement. A large number of the GNWT's facilities are in need of replacement or significant mid-life retrofits on all major building components. This results in an increased risk of building failures, exposure to hazardous materials (such as asbestos, lead, etc.) with additional costs to the GNWT to conduct facility assessments, interim repairs and to develop contingency plans due to unplanned building closures

#### Environmental Changes

Issues affecting GNWT infrastructure including permafrost degradation, increasing mean annual air and ground temperatures, increasing snow loads and similar climate variables, have become increasingly apparent in the last decade. These environmental changes are expected to continue and will need to be accounted for through the design and maintenance of GNWT facilities.

#### Cost and Management of Energy

Managing the cost of energy in the NWT is vital to maintaining and growing the population as energy costs are a significant factor in the cost of living and doing business in the NWT. The GNWT has made substantial investments in energy conservation and efficiency and in alternative energy





## Department of Public Works and Services 2016-17 Business Plan

sources aimed at reducing the cost of energy in communities and reducing the impacts of energy use on the environment.

### **Network Management**

The TSC is responsible for the government's digital network that connects government offices, schools and healthcare facilities in all 33 communities. The demands on the network continue to grow at unprecedented levels with the evolution of government-wide applications like HR PeopleSoft, SAM, DIIMS and the new e-procurement module, along with diagnostic imaging requirements, videoconferencing and e-learning requirements, and the advent of mobile technologies and their associated applications and network implications.

### **Aging Workforce and Succession Planning**

Recruitment and retention will be a key workforce planning issue for the department as will succession planning given its aging workforce. Recognizing that approximately 60 percent of its workforce is categorized as technical in nature under the National Occupational Classification (NOC) system, the department's recruitment and retention activities will continue to be challenged by the local and national shortage of skilled workers in construction trades, information and communication technology and jobs requiring a background in science and mathematics.

### **Corporate Information Management**

The Digital Integrated Information Management System (DIIMS) is the GNWT's electronic information management system used to track and store electronic documents and other digital media. It allows users to manage their information from creation through to offsite storage in government records centres, ending with final disposition, destruction or permanent preservation by the NWT Archives.

DIIMS has been implemented in seven departments with the remaining departments scheduled for implementation in 2016-17 and 2017-18.

### **Infrastructure Department**

The Departments of Public Works and Services and Transportation are working collaboratively to undertake a systematic review and evaluation of the programs and services currently provided by the departments to determine whether opportunities to plan and deliver infrastructure for the Government can be done in a more efficient and cost-effective manner. This will include assessing whether this can be achieved through a revised organizational structure, such as new infrastructure department, which would improve the management of government infrastructure, particularly at the regional and community level. It is expected that the 2016-17 fiscal year will be spent developing options for consideration through a future business planning process.

### **Enterprise Risk Management**

Within PWS risk is inherent as many of the department's mandated programs exist for the purposes of managing risk. The Department has identified the following five top risks:



## Department of Public Works and Services 2016-17 Business Plan

1. Network security breach
2. Building infrastructure is aging
3. Environmental changes
4. Recruitment and retention of qualified staff
5. Continuity of energy supply

One of the top risks to the department is a **network security breach** with threats from network intrusion devices, hackers and the onset of mobile technology devices having remote access to secured networks and confidential information. Mitigation measures include working collaboratively with the Office of the Chief Information Officer (OCIO) on their government-wide security initiative in conjunction with development of the TSC's next iteration of the GNWT Enterprise Network Strategy.

Government public **building infrastructure is aging** faster than our ability to fund its replacement. PWS coordinates the government's corporate capital planning process which establishes priorities for projects based on protection of people and assets, ensuring higher risk assets are appropriately considered in the planning process. This in combination with the department's preventative and deferred maintenance programs are effective in addressing some of the most pressing issues until assets are replaced or upgraded through the capital planning process.

The GNWT has experienced building failures such as failed foundations due to **environmental changes** with melting permafrost and roof failures due to increased snow loads. In response, the department administers northern-based standards to address changing soil conditions, such as the department's Good Building Practices for Northern Facilities. It also chairs the Northern Infrastructure Standardization Initiative committee to address the effects of changing permafrost on public infrastructure.

As of 2014-15, 42 percent of PWS senior managers were eligible to retire while 58 percent are eligible to retire in the next 2 to 5 years so **recruitment and retention of qualified staff** is a priority. As part of succession planning activities the department supports employee development through the GNWT's Leadership programs and internal developmental opportunities. The department also promotes workforce development by supporting the northern graduate and summer student programs. As over 60 percent of PWS positions are technical in nature, the northern trades apprenticeship program has been key to developing our northern workforce with 13 positions in local communities.

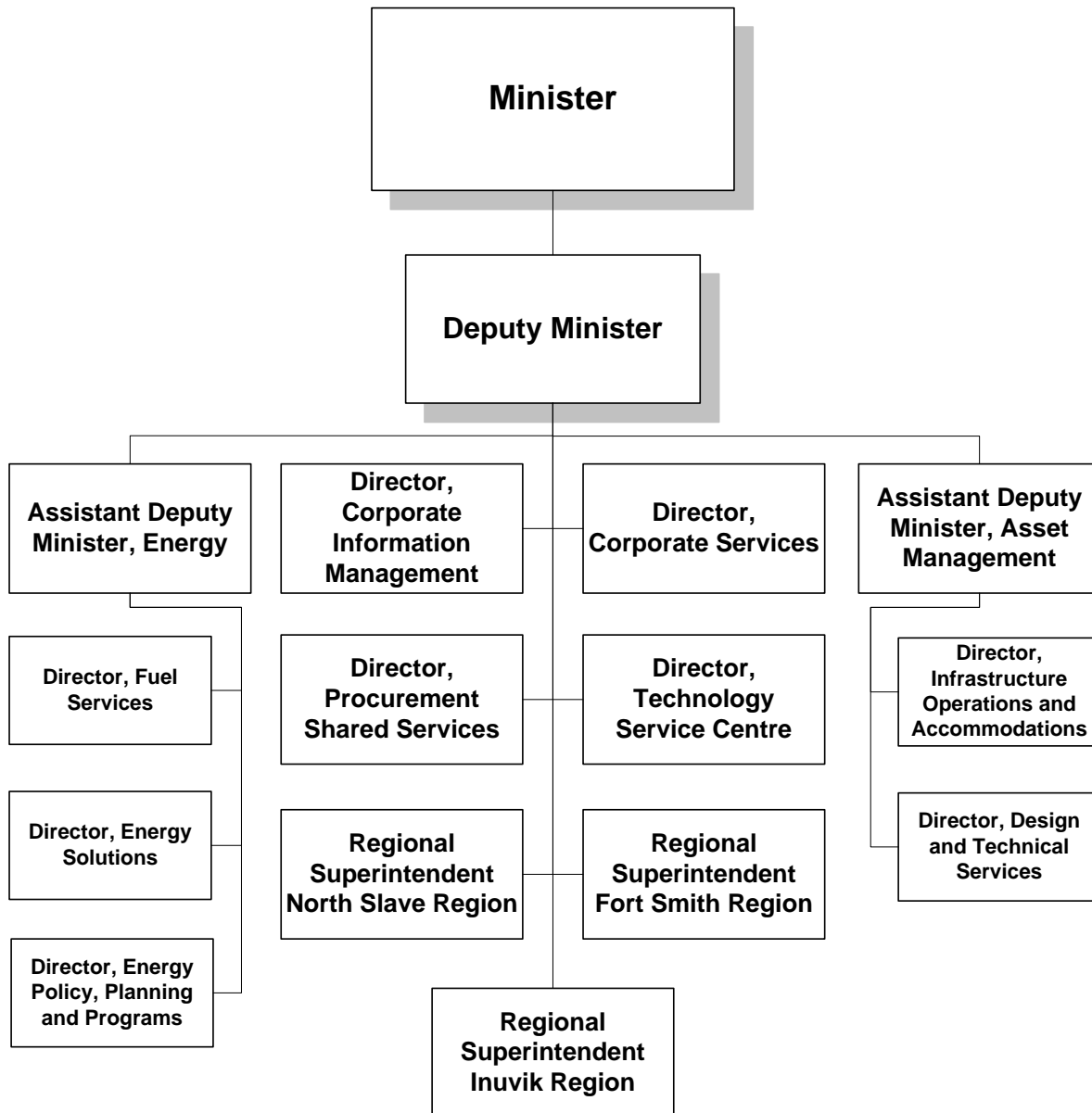
As a major supplier and consumer of the energy used in the delivery of government programs and services to NWT residents, businesses and government agencies, the department is invested in the **continuity of energy supply**. The cost of energy and any disruption to the energy supply has far-reaching impacts for all NWT residents and businesses. With completion of the 2013 Energy Action Plan, the department is working towards development of a new three-year action plan, building on previous investments to ensure reliability of energy supply, improve affordability, reduce environmental impacts and maximize economic benefits.



## Department of Public Works and Services 2016-17 Business Plan

### Organizational Structure

The following is the PWS organizational chart from the approved 2015-16 Main Estimates.





## Department of Public Works and Services 2016-17 Business Plan

### 2. RESOURCE SUMMARY

#### DEPARTMENTAL SUMMARY

(thousands of dollars)

	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Asset Management	95,918	98,687	98,885	94,944
Directorate	11,985	11,871	11,874	12,624
Energy	9,216	8,455	8,456	8,665
Technology Service Centre	1,535	1,535	1,535	1,216
<b>Total</b>	<b>118,654</b>	<b>120,548</b>	<b>120,750</b>	<b>117,449</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	31,395	31,197	31,160	29,378
Grants and Contributions	2,708	3,628	4,488	5,726
Other	78,393	79,565	78,944	77,070
Amortization	6,158	6,158	6,158	5,275
<b>Total</b>	<b>118,654</b>	<b>120,548</b>	<b>120,750</b>	<b>117,449</b>
<b>Revenues</b>	<b>1,618</b>	<b>1,618</b>	<b>1,618</b>	<b>3,408</b>

#### HUMAN RESOURCES SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	143	142
Regional / Area Offices	156	154
Other Communities	17	16
	<b>316</b>	<b>312</b>



## Department of Public Works and Services 2016-17 Business Plan

### 3. KEY ACTIVITIES

#### Key Activity 1 - 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 and environmental site remediation planning and coordination, project management support, and technical support.

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, pressure vessel and gas installations.

PWS manages and coordinates energy investments in existing building infrastructure through the Capital Asset Retrofit Fund program and through the GNWT's Energy Priorities Investment program. In support of the GNWT's strategy on reducing Greenhouse Gas Emissions, PWS also requires a feasibility analysis for the inclusion of renewable energy alternatives such as biomass for all new buildings and major building retrofits.

The Risk Management and Safety Program encompasses Deferred Maintenance and is focused on assessing the condition of GNWT building infrastructure, identifying and undertaking remedial work to ensure that buildings continue to be safe for occupancy, ensuring that critical deferred maintenance items are addressed to maximize the useful life of these assets. This program also provides technical information to all departments for life-cycle planning for the upgrading and replacement of building infrastructure through the GNWT's capital planning process.

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;
- energy modeling workshops for all new buildings and major upgrading capital projects;
- detailed energy audits; and
- inspection of building envelope, electrical and mechanical systems is part of the energy management for existing facilities.



## Department of Public Works and Services 2016-17 Business Plan

PWS requires all new GNWT facilities to be designed 10% better than the current minimum requirements of the Canadian National Energy Code for Buildings 2011 (NECB 2011). 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.

### GOALS

- Ensure safe and reliable facilities are available to support the delivery of government programs.
- Protection of life and property through enforcement of the provisions of electrical, gas, boiler and pressure vessel legislation.
- Support government-wide sustainability and energy efficiency goals through conservation and alternative energy solutions, service delivery and monitoring activities.

### DEPARTMENTAL HIGHLIGHTS

#### Deferred Maintenance Program

The GNWT's building infrastructure continues to age at a rate that exceeds our ability to replace or rehabilitate through the GNWT's corporate Infrastructure Acquisition Plan. Strategically managing the deferred maintenance backlog remains an important priority of PWS.

With 2015-16 year end, PWS will have completed 857 facility condition assessments. These detailed assessments have allowed the department to prioritize critical maintenance deficiencies that might present a potential life safety concern or could result in the unplanned disruption of the delivery of GNWT programs and services, and have made it possible for the GNWT to maximize its operations and maintenance and capital funding allocations to address issues such as:

- end of life of existing building mechanical, electrical and structural components,
- building code issues related primarily to 'life and safety',
- roof and exterior envelope failures; and
- other issues related to Building and Fire Codes (mostly fire alarm and suppression systems).

#### Demolition of End of Life Buildings

Effectively managing the GNWT's asset base includes identifying when assets should be taken out of service through demolition. When a building becomes a health and safety hazard, can no longer support public or private program/service delivery or becomes cost-prohibitive to support on an ongoing basis when compared to a new facility, demolition may be considered.

In 2016-17, PWS will be working with various GNWT departments to complete the surplus process of as many as 29 GNWT buildings; this will allow PWS to complete the disposal of these buildings. Through the course of the disposal process, it is anticipated that several of the buildings will be demolished as they have reached the end of their economic and functional life.





## Department of Public Works and Services 2016-17 Business Plan

These demolitions/disposals will help to ensure that the GNWT allocates deferred maintenance funding in the most prudent manner possible on the assets that best enable GNWT departments to fulfill their mandates.

### **Occupational Health and Safety (OHS)**

As part of its commitment to promoting a safe and healthy work environment, the department is enhancing the focus on OHS training programs and activities. Supervisor safety training has now been completed by 53 employees (84% of PWS Supervisors) and a standardized OHS orientation program for new employees has also been implemented. In addition, during 2015-16 PWS employees completed 181 occupational health and safety related training courses that included WHIMS, First Aid, GNWT Workplace Safety, Safety Committee Training, Confined Spaces, Winter Driving and Hazard Recognition.

PWS is beginning to use its Computerized Maintenance Management System (CMMS) to generate reports that can track safety incidents, Workers' Safety and Compensation Commission directives and occupation health and safety activities for the 830 government assets that PWS supports.

PWS works in cooperation with the northern construction industry, the Northern Safety Association (NSA) and the NWT Worker Safety and Compensation Commission (WSCC) to address worker safety in the delivery of GNWT construction projects. PWS has developed standardized GNWT construction contract documents in consultation with the Northern Safety Association that encourage all contractors to participate in a recognized construction worker safety program. PWS also assists contract authorities to clearly identify principal contractors and provides information on the roles and responsibilities of principal contractors.

### **Capital Asset Retrofit Fund (CARF)**

The Capital Asset Retrofit Fund is a PWS managed energy conservation program. It focuses on reducing building operating costs and greenhouse gas emissions by assessing government facilities and identifying those best suited for energy saving retrofits and upgrades. PWS prioritizes the identified projects and selects those to be funded through the CARF program.

In 2015-16, with \$3.5 million in dedicated energy conservation program funding the department delivered 37 energy conservation projects in twenty communities across the NWT. Some of the projects completed include:

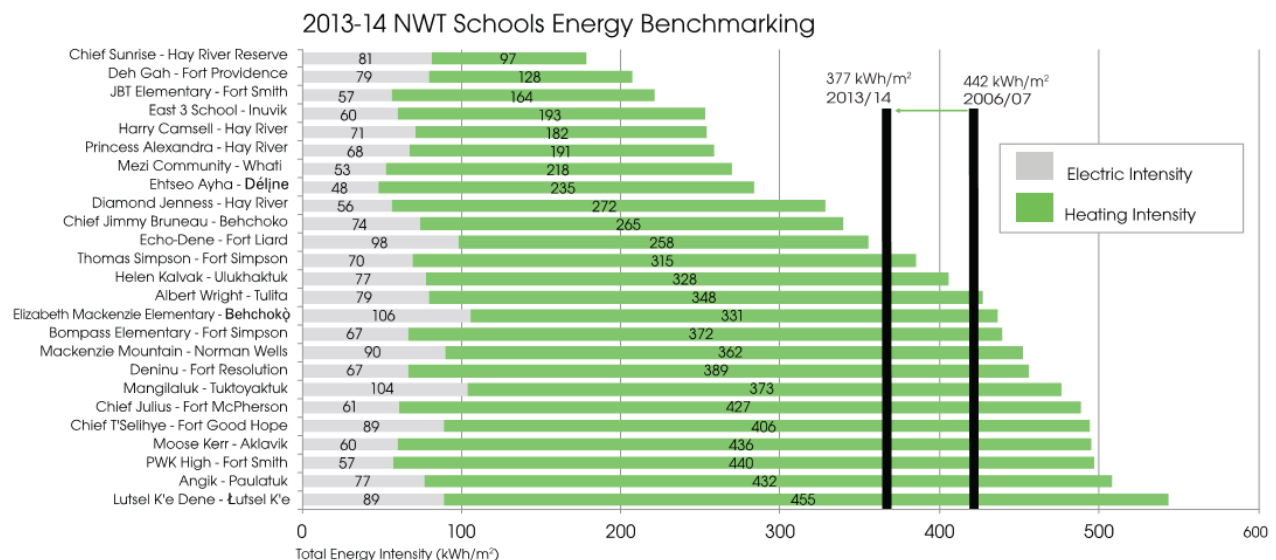
- Lighting Retrofit in the Paulatuk Nursing Station and Residence and Elizabeth Mackenzie Elementary School in Behchoko
- Airport runway lighting upgrade to LED's in Norman Wells
- Phase 2 Energy retrofit of the Grandfather Ayha School in Deline
- Envelope Upgrade of the Echo Dene School in Fort Liard and Thebacha College in Fort Smith
- LED upgrades for Beaufort Delta PPD Facilities



## Department of Public Works and Services 2016-17 Business Plan

In addition to the benefits achieved through lower operating costs of government facilities, reducing GHG emissions and our reliance on imported fossil fuels, CARF supports numerous energy conservation projects in smaller communities across the NWT providing business opportunities for local and regionally based contractors.

The use of energy efficiency technology in the GNWT'S retrofit and new construction projects, has shown a measurable difference in our NWT schools as illustrated in the graphic below. When the 2006/07 average energy intensity of NWT schools is compared to 2013/14, we see a decrease in this value, indicating that GNWT schools are operating more efficiently on a per square meter basis. This is a result of capital renewal projects, midlife and energy efficiency retrofits and effective building operation.



The use of biomass technology has been the single largest contributor to the reduction of GHG emissions in GNWT facilities. In 2015/16, a total of 28 biomass installations were in operation with several new systems coming online during the year. These systems include a 75 kW biomass boiler at the new Health Centre in Fort Providence, a 950 kW boiler at the Hay River Health Centre, a 400 kW boiler at the Yellowknife Airport Terminal Building, a 200 kW boiler at the Deninu School in Fort Resolution and a 225 kW system at the South Mackenzie Correction Centre.

Looking ahead to 2016-17, and in direct support of the **18<sup>th</sup> Legislative Assembly priority to lower cost-of-living by supporting the use of energy-efficient technologies in residential, commercial and public sectors**, PWS will focus on implementing biomass boilers at schools in Tulita and Fort Good Hope, while another is planned for the East 3 School in Inuvik. Other energy projects planned under CARF include:

- <10 kW Solar Photovoltaic (Pv) systems for the PWS Trade shop in Norman Wells and the Wrigley Health Centre





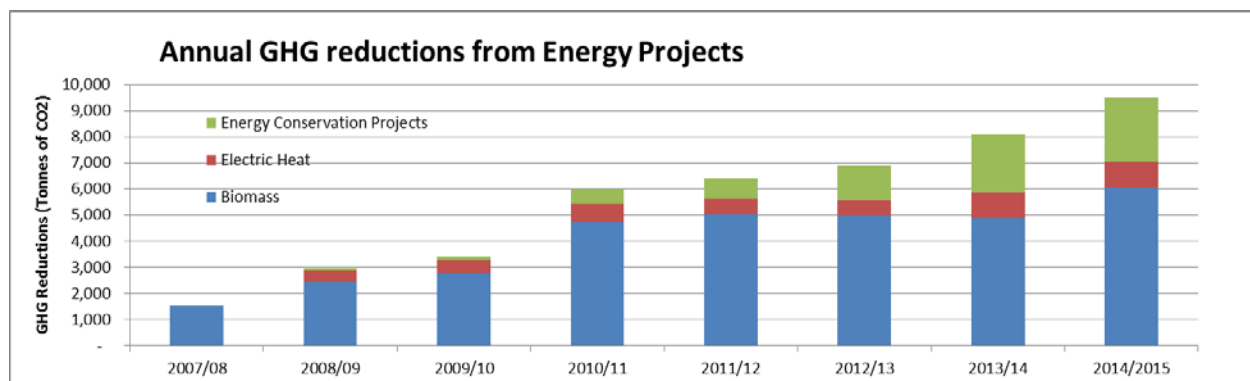
## Department of Public Works and Services 2016-17 Business Plan

- Envelope and lighting upgrade on the Department of Lands Building in Inuvik
- Building envelope upgrades, heat and ventilation system upgrades and lighting retrofits for the LutselKe and Trout Lake schools
- Optimization of the Fort McPherson School heat and ventilation (HVAC) system, and
- A high bay lighting retrofit at the Norman wells Airport terminal building

In addition to the energy conservation projects delivered under CARF, other departmental activities that support the use of energy efficient technologies include the Deferred Maintenance program, and the *Good Building Practices for Northern Facilities* guidelines (GBP). These have enabled PWS to be a leader in energy efficient design and adoption of alternative and renewable fuel sources.

From 2007 to the end of 2014/2015 fiscal year, energy conservation activities by the department have cumulatively reduced GNWT greenhouse gas emissions (GHG) by 44,800 tonnes, saved the government approximately \$8.0 million and reduced the need for the equivalent of 16.4 million liters of heating oil.

As the figure below illustrates, annual GHG emission reductions are over 9,000 tonnes a year.



At the community level, PWS will collaborate where possible with the Arctic Energy Alliance on projects to gain economies of scale in the hopes that energy efficiency projects are more affordable for community members.

### Energy Efficient Design

An important role of PWS is to ensure that new GNWT facilities and retrofit projects are being designed as energy efficiently as possible and to incorporate, where appropriate, new energy efficient technologies as they emerge. From national code development to the commissioning of northern facilities, the day-to-day activities of the department have a direct impact on how buildings are designed, constructed and use energy in the North. Activities include:

- maintaining the *Good Building Practice for Northern Facilities* guidelines (GBP);
- energy modeling of new facilities in design phases



## Department of Public Works and Services 2016-17 Business Plan

- performance verification and commissioning of new facilities
- staying current with energy efficiency codes and standards

In the 2016/17 fiscal year, PWs will be working on the design and construction of major assets such as the Norman Wells Health Centre and Long Term Care Facility, the Territorial Women's Correction Facility addition in Fort Smith and the new Stanton Territorial hospital. These facilities are designed to operate 10% more efficient than the NECB 2011 and include energy efficient design features such as, biomass boilers, efficient lighting design, heat recovery ventilation systems and optimized exterior envelopes to reduce heat loss.

PWS participates in national energy-related code development committees which allows the GNWT to provide an important northern perspective to national code development, share best practices, and improve its ability to adopt energy efficient design standards and techniques as part of the GBP.

The 2015 National Energy Code for Buildings has been released; PWS contributes to the development of the NECB through its participation on the National Research Council Standing Committee for Energy Efficiency in Buildings. The department also participates in:

- the Canadian Standards Association Technical Subcommittee looking at building energy estimation methodology;
- the Public Infrastructure Engineering Vulnerability Committee looking at the impact of climate change on northern engineered infrastructure;
- the Building Technology Transfer Forum; and,
- assisting with the development of the ASHRAE Cold Climate Design Guide.

With the release of the National Energy Code of Canada for Buildings 2015, PWS will be reviewing the new energy code as part of updating performance targets in the GBP, for the design of new GNWT facilities.

### **Cross-Departmental Initiatives**

#### Environmental Site Assessments and Remediation Activities

PWS chairs the Interdepartmental Granular and Environmental Remediation Committee (IGERC) which catalogues, assesses and prioritizes environmental site assessments (ESAs) and remediation projects.

PWS has completed multi-year remediation projects on current and former fuel storage facility sites in Sachs Harbour, Tulita, Déline and Gamètì. Environmental site assessments have been completed on the current fuel storage facility in Trout Lake, and former fuel storage facility sites in Nahanni Butte, Tsiigehtchic, Wrigley and Fort McPherson. On behalf of other departments, PWS has completed or is continuing to deliver ongoing remediation projects in Fort McPherson, Fort Smith and Tuktoyaktuk (ECE), and Tsiigehtchic and Sachs Harbour (HSS). The department is also



## Department of Public Works and Services 2016-17 Business Plan

overseeing a remediation project in Sachs Harbour (MACA) and successfully completed a Phase III ESA at the old Fort Good Hope School site (ECE).

Successful completion of local environmental soil remediation projects provides local and regional employment and business opportunities, as well as provides cost effective granular material for use by municipal governments.

Through its participation in IGERC, PWS remains committed to ensuring that community sites are responsibly managed and remediated. In collaboration with the NWT Housing Corporation, MACA, ENR and Transportation, the department updates the territorial granular resource forecast once a year. The TGRF is an invaluable resource for departments and communities as they plan for the cost-effective sourcing, acquisition and transportation of granular material required for projects.

### PERFORMANCE MEASURES

#### Outcomes:

Efficient and cost effective delivery of project management, facility asset maintenance, facility planning and technical services that ensure the availability of government infrastructure in the delivery of programs and services.

GNWT facilities and retrofit projects are designed as energy efficiently as possible and incorporate alternative energy technologies and renewable fuel sources that contribute to the reduction of greenhouse gas emissions.

#### Measures:

1. Measure: *Rate of Client Satisfaction in the areas of project management, asset facility maintenance, facility planning and technical support services.*

Target: 80% satisfaction

The following table illustrates the client satisfaction results for the past four fiscal years in each of the key program areas. For 2014-15, satisfaction results for Project Management and Facility Planning increased while Technical support had slight decrease. The most significant change was in Facility Planning which can be attributed to the significant number of office re-designs and relocations associated with Devolution.

Fiscal Years	2011-12	2012-13	2013-14	2014-15
Project Management	80%	84%	82%	<b>86%</b>
Facility Management	90%	88%	85%	<b>87%</b>
Facility Planning	93%	97%	95%	<b>87%</b>
Technical Support	98%	98%	95%	<b>94%</b>



## Department of Public Works and Services 2016-17 Business Plan

### 2. Measure: Percentage of life safety Deferred Maintenance issues addressed

Target: 100% of identified life safety deferred maintenance issues addressed through deferred maintenance funding

For the 2014-15 fiscal year, \$1.24 million of Priority 1 items were identified. By the end of the year, \$1.165 million in deferred maintenance funding was expended towards the correction of life/safety issues which equates to 94%

### 3. Measure: Percentage of code – mandated preventative maintenance work addressed as part of the facility maintenance program

Building codes and legislated requirements set out the minimum standards for how buildings should be designed and constructed, and how they should be maintained to safeguard life, health, property and public welfare.

Target: 100% of code mandated Preventative Maintenance work completed

There were 16,237 code-mandated preventative maintenance work orders generated by the department's Maintenance Management System in 2014/15. Of that total, 15,732 were completed which equates to a 97% completion rate.

### 4. Measure: Volume of Greenhouse Gas Emission Reductions

PWS conducts a large range of energy efficiency activities which support the objectives set out in the NWT Energy Action Plan. These include biomass boiler installations, electric boiler installations and significant capital renewal projects under the Capital Asset Retrofit Fund. One key indicator that is monitored is the reduction in Greenhouse gas emissions from GNWT operations.

Target: Reduce Greenhouse Gas Emissions by 9,500 tonnes annually.

The total reduction in greenhouse gas emissions from GNWT operations in 2014/15 was 9,500 tonnes which is an increase over the 7,557 tonnes achieved in 2013-14.

### 5. Measure: Percentage of newly acquired or renovated office space in compliance with the new GNWT Office Space Standards and Guidelines as part of the Property Management program.

In 2013-14, PWS implemented new GNWT Office Space Standards and Guidelines providing clearer direction for designing office space. The standards take into account functionality, cost effectiveness and sustainability.



## Department of Public Works and Services 2016-17 Business Plan

The process of converting the office space inventory from the old to new standards has commenced and the new standards are being applied to newly acquired or renovated office space. It is estimated that it may take as long as 10-15 years to fully implement the new standards. In recognition of implementation of the new standards, the target for this measure has changed and only to the office space acquisitions and tenant improvement projects conducted during the reporting period.

Target: 80% of accommodations meet GNWT standards and criteria

At the beginning of 2014/15, the portfolio of leased office accommodations managed by PWS was approximately 65,169 m<sup>2</sup> which increased by approximately 3,554 m<sup>2</sup> as a result of Devolution. The total portfolio of leased is 68,723 m<sup>2</sup>. Of the newly acquired space, 3,204 m<sup>2</sup> was renovated to be fully compliant with the new GNWT space standards. This results in 90% (3,204m<sup>2</sup> of 3,544m<sup>2</sup>) of the newly acquired or renovated General Purpose Office Space being in compliance with the new standards.

---



## Department of Public Works and Services 2016-17 Business Plan

### Key Activity 2 - Directorate

#### DESCRIPTION

The Directorate is responsible for the corporate management of the department, including managing human and financial resources and providing overall direction and planning that support achievement of departmental objectives and the priorities of the 18<sup>th</sup> Assembly. These responsibilities include corporate information management, financial administration, policy, planning and legislative requirements, and procurement shared services. Regional program delivery, which has responsibility for managing the central warehouses, GNWT mail services and disposal of surplus goods, is also managed by the Directorate. The Directorate also has responsibility for the department's occupational health and safety program and activities.

Corporate Information Management includes the traditional records management services provided to GNWT departments, boards and agencies along with the continuing implementation and ongoing support of the GNWT's Digital Integrated Information Management System (DIIMS). Responsibilities include developing, implementing and supporting the government-wide records classification system (ARCS), information management policies, standards and guidelines, and training in the use of records classification and information management systems. Corporate Information Management also coordinates the operation of five GNWT records centres located in Yellowknife, Inuvik, Fort Smith, Hay River and Fort Simpson.

The Procurement Shared Services Centre (PSSC) is responsible for the procurement of goods estimated to exceed \$25,000 in value, and services that are estimated to exceed \$10,000 in value for GNWT departments and the NWT Housing Corporation. This excludes contracts for construction. The PSSC monitors and is accountable for PWS-managed contracting and procurement activities with respect to GNWT legislation, policies, procedures and best practices. Procurement activities will focus on the acquisition of goods and services at reasonable prices while considering key environmental and social benefits such as worker health and safety, energy efficiency, minimal packaging, or other sustainability aspects over the life-cycle of the product or service.

Central tender desks operating in Headquarters and in regional centres will handle the distribution and receipt of all government tenders, including construction. Contracting and procurement advice to boards and agencies is available upon request.

Additionally, the Directorate coordinates communication activities within the department, with other GNWT departments, the private sector, special interest groups and with other governments including aboriginal self-governments. It is also responsible for overseeing how the department supports official language use, including the implementation of the department's multi-year French language services operating plan.

#### GOALS

- Ensure fairness and public accessibility with attention towards environmental sustainability in the government wide procurement of goods and services.
- Effectively manage government records.





## Department of Public Works and Services 2016-17 Business Plan

### DEPARTMENTAL HIGHLIGHTS

#### Digital Integrated Information Management System (DIIMS)

The GNWTs continuing reliance on digital technologies for the creation, distribution and storage of information dictated the requirement to acquire and implement the digital management solution DIIMS. It allows users to effectively manage the lifecycle of the government's digital records and information in a way that compliments the existing paper record management processes and policies. It was first implemented by PWS and later rolled out to the departments of Industry, Tourism and Investment (ITI) and Municipal and Community Affairs (MACA) in 2013-14. In 2014-15 DIIMS was deployed in the departments of Lands, Environment and Natural Resources (ENR) and Finance with 1,789 employees using the system by year end.

In 2015-16 the Department of Aboriginal Affairs and Intergovernmental Relations (DAAIR) was implemented, with four additional departments scheduled for implementation in 2016-17 including the departments of Justice, Human Resources, Executive, and the Legislative Assembly. Upon completion of the 2016-17 implementations, 2,132 GNWT employees, or 79% of government employees, will be using DIIMS.

Also during 2015-16, additional functionality was added to DIIMS bringing it closer to a true enterprise-wide content management system. This functionality included:

- DIIMS was chosen as the GNWT tool for collaboration. During the year, workflows were developed for Financial Shared Services, Procurement Shared Services and Human Resources facilitating the flow and tracking of information across departments.
- DIIMS email management / email archiving was selected as the enterprise-wide tool to effectively manage and archive government email.
- Content intelligence functionality was added that enhances our ability to configure or adapt DIIMS to address new and changing business requirements of government including better reporting tools.

The email management module will be piloted in 2016-17 in a limited cross-section of program areas. A successful pilot will result in a further roll-out to all current DIIMS users.

#### Procurement Shared Services (PSS)

As part of the PSS continuing efforts towards strengthening government procurement processes and supporting northern businesses, the following activities were undertaken in 2015-16:

- Developed and implemented new evaluation criteria for Design-Build Request-For-Proposals (RFPs) called ***"Community Engagement"***. As part of this new evaluation criteria, proponents are required to demonstrate the following:
  - How local labour will be recruited and utilized as part of the project
  - What plans are in place to provide and maximize, on-the-job training opportunities for local residents?



## Department of Public Works and Services 2016-17 Business Plan

- An understanding of the local economy, highlighting how their proposal addresses any economic constraints or challenges.
- The approach for communication and collaboration with local governments and First Nations organizations.

PSS is working with client departments to start using the “Community Engagement” criteria for large multi-year RFP contracts to assist in supporting local labour and businesses.

- PSS operates tender desks in the communities of Inuvik, Fort Smith, Hay River and Yellowknife in order to better serve regional operations and the business community throughout the NWT.

In 2015-16, PSS partnered with the NWT Housing Corporation to establish a central tender desk in Norman Wells to improve access by vendors in the Shatu region to government procurements. Just recently PSS established a central tender desk in Fort Simpson in support of local vendors in the Deh Cho region.

- PSS developed a “How to do Business with the GNWT” guide that is available electronically to the general public from the department’s web site.
- In addition to the guide, PSS delivered eight “How to do Business with the GNWT” and “Tips for Submitting Successful Bids and Proposals” workshops for local businesses. These workshops were delivered in Fort Simpson, Fort Smith, Fort Simpson, Hay River, Inuvik, and Yellowknife. Approximately 130 participants attended learning about:
  - The GNWT competitive procurement process
  - The Business Incentive Policy and how to fill out BIP forms correctly
  - The Northern Manufactured Products Policy
  - Information on bidding
  - How to use the new e-Procurement contract opportunities interactive on-line interface
- In support of client department interactions for procurement services, PSS also delivered 46 various workshops for government employees. These workshops were delivered in Fort Simpson, Fort Smith, Fort Simpson, Hay River, Inuvik, and Yellowknife. Approximately 340 participants learned about:
  - PSS Orientation
  - Working with PSS
  - How to complete an Requisition
  - BIP Analysis.
  - RFP/Tendering & Awards
- To support achieving the goal of strengthening procurement processes within government a Contract and Procurement Quality Assurance program was established with implementation of





## Department of Public Works and Services 2016-17 Business Plan

PSS. In 2013-14, PSS conducted its first quality assurance review of PWS procurement activities that resulted in compliance with GNWT goods and services contracting policies improving by 13% compared against the results identified in a previous Office of the Auditor General's (OAG) report on GNWT contracting for goods and services.

In 2015/16, PSS conducted its second quality assurance review of government procurement activities and noted a further improvement of 7%.

### **Cross-Departmental Initiatives**

#### DIIMS

In collaboration with the Office of the Chief Information Officer (OCIO), DIIMS has been successfully rolled out in PWS, ITI, MACA, ENR, Lands, Finance and DAAIR. System implementation in other GNWT departments in 2016-17 and 2017-18 will proceed as scheduled.

#### Service Innovation Strategy (SIS)

In response to public concerns over a lack of focus towards the delivery of on online services, the Department of Finance headed the development of the Service Innovation Strategy, a government-wide strategy to improve the delivery of programs and services by leveraging technology with a more coordinated approach to service delivery.

In support of this initiative, PWS has undertaken a number of activities towards improving service delivery. These include:

- Membership in the GNWT's SIS Champions Stakeholder group dedicated to identifying opportunities across government to improve online service delivery through the cost efficient and effective use of technology.
- The Corporation Information Management Division responsible for recorded information management, paper and digital, and the GNWT Records Management program, has been actively engaged in the transform Information-Communications-Technology (ICT) initiative.
- The TSC as the government's provider for information technology services and the Corporate Information Management Division are both heavily invested in the Information Security Classification pilot projects currently underway.
- In 2015-16 the department proceeded with activities to update its departmental website to reflect the Consistent User Experience standard required for all GNWT websites with implementation planned during 2016-17.
- TSC front-line staff and managers have participated in Certified Service Professional/Manager training while Procurement Shared Services staff are scheduled to take the training in 2016-17.
- Implementation of a French Language Services operation plan to better support, promote and deliver French language services consistent with the French Language Strategic Plan of the GNWT.



## Department of Public Works and Services 2016-17 Business Plan

### PERFORMANCE MEASURES

#### Information Management

##### Outcome:

The appropriate records management tools and resources are in place to allow the GNWT to manage its information assets, digital and paper, efficiently and effectively according to relevant legislation, policies, procedures and guidelines.

##### Measures:

##### *Records Management*

##### 1. Measure: Rate of Overall Client Satisfaction

Target: 80% satisfaction

Records management services to clients gauged under this measure include training in the use of records classification and management systems, quality control of records schedule submissions, and coordination of the development of records management policies, procedures, standards and guidelines.

Client satisfaction for the GNWT Records Management program in 2014/15 was measured using an online survey. The survey was sent to departmental Records Coordinators and their direct supervisors. For 2014/15, fifteen government departments, the Northwest Territories Housing Corporation and the Workers' Safety and Compensation Commission were invited to complete the survey. Of the fifteen agencies contacted, nine completed the survey for a completion rate of 56%.

The overall client satisfaction rating for 2014/15 is 84% which, although down slightly from the results achieved in 2013/14, is still above the target of 80%

##### 2. Measure: Rate of satisfaction with the DIIMS Service Desk

Target: 80% satisfaction

This was a new measure for 2014/15 which tracks the service provided to GNWT employees through the DIIMS Service Desk. The target for this measure is 80% of DIIMS Service Desk requests, received during regular business hours, are assigned 'Resolution Initiated' status within 2 hours. Those service requests tickets received after regular business hours or on weekends are re-directed to the afterhours IT support service provided by the TSC Service Desk.

In 2014/15, 2,689 service request tickets were activated by the DIIMS Service Desk. 2,662 of the tickets (99%) were received during regular business hours. All of the 2,662 tickets received during regular business hours were assigned 'Resolution Initiated' status within 2 hours. The Department has, therefore, exceeded the target for this measure.



## Department of Public Works and Services 2016-17 Business Plan

### Procurement Shared Services

#### Outcomes:

The procurement of goods and services exceeding \$5,000 in value for GNWT departments and the NWT Housing Corporation are effectively managed consistent with government legislation, policies, procedures and industry best practices.

Vendor interaction with the GNWT for the supply of goods and services is enhanced through single window procurement shared services offices in Headquarters and each regional office that include consolidated tender desks for all government contracting.

#### Measures:

##### *Procurement Shared Services*

#### 1. Measure: Rate of Client Satisfaction

Target: 80% satisfaction

The intent of this measure is to gauge satisfaction among clients with the procurement and contracting activities delivered by PSS on their behalf. To measure client satisfaction in 2014/15, PSS distributed an online survey to 270 of its contracting and procurement clients. Seventy-eight contracting and procurement clients completed the survey which represents a 29% response rate. PSS achieved a client satisfaction rating of 77% which is an increase over the 71% satisfaction rating received in the previous year, but still below the target for this measure.

The creation of PSS was a significant change management exercise for both contracting and procurement staff and the government employees who access these services. Although PSS is making strides to increase its client satisfaction, results from the survey suggest employees are still struggling with the transition from access to dedicated departmental procurement resources to a consolidated procurement shared services function operating on standardized business processes and industry best practices. PSS will continue to seek out opportunities to improve its processes and communications in an effort to increase satisfaction among its clients in 2015/16 and on-going.

#### 2. Measure: Number of employees completing orientation and training sessions

Target: 150 Employees trained annually

The GNWT employee orientations/training tracked by this measure is the training available to all government employees. It covers PSS procedures and business processes, and the roles and responsibilities for both PSS and client departments. The target for the measure is to provide the orientation/training to 150 employees per year recognizing the importance of staff training in successfully interacting with PSS, and improving the quality of procurement and contracting activities in government.



## Department of Public Works and Services 2016-17 Business Plan

In 2014/15, PSS held forty-seven orientation/training sessions across the NWT that included the training of 330 GNWT staff members.

### 3. Measure: Number of Business Community Workshops held

Target: 5 Workshops Annually

This is a new measure in support of PSS' continual improvement process through regular engagement with the business community and local vendors by tracking the number of "How to do Business with the GNWT" workshops are conducted in the NWT annually. The target for this measure is five workshops per year.

PSS delivered six workshops in 2014/15 in the communities of Inuvik, Fort Simpson, Hay River, Fort Smith and two in Yellowknife.



## Department of Public Works and Services 2016-17 Business Plan

### Key Activity 3 - Energy

#### DESCRIPTION

The Energy activity within PWS combines the fuel services functions of the former Petroleum Products Division (PPD) activity with energy conservation and efficiency programs, alternative energy solutions, and energy policy and planning functions that were previously dispersed across the GNWT.

#### **Fuel Services**

Fuel Services manages the purchase, transport and storage of petroleum products in NWT communities not served by the private sector. Products are sold to residents in 16 communities through local contractors who are paid a commission. Fuel Services is also responsible for fuel delivery and maintenance services to NWT Power Corporation tank farm facilities in 20 communities.

The financial and administrative headquarters for Fuel Services is located in Fort Simpson and is responsible for establishing credit, invoicing, collections and financial planning. The Fort Simpson office also oversees operations in the communities. This includes management of local delivery contractors, management of inventory and quality control, capital standards and planning and environmental management activities.

#### **Energy Policy, Planning & Communications**

The Energy Policy, Planning & Communications function coordinates the GNWT's overall energy planning and policy development. This includes the development of short and long term plans aimed at displacing imported diesel in the NWT with local and renewable energy sources, managing funding agreements and working with the Arctic Energy Alliance to ensure continued success in providing energy conservation and efficiency programs in all regions of the NWT, and establishment of policy related to electricity and domestic energy development, generation, transmission, and use.

A role of this division will be public consultation and communications related to energy in the NWT in general and energy planning and policy development specifically.

#### **Energy Solutions**

Energy Solutions is an energy project-focused division that will lead the implementation of local, renewable, and alternative energy solutions in NWT communities. This will include building upon the success achieved to date in implementing the GNWT Solar and Biomass Strategies and examining the potential for liquefied natural gas (LNG) to provide a cleaner and less expensive alternative to the use of imported diesel fuel.



## Department of Public Works and Services 2016-17 Business Plan

### GOALS

- Meet basic community needs for heating, transportation and power generation fuels through the safe and reliable provision of fuel services.
- Support government-wide sustainability and energy efficiency goals through conservation and alternative energy solutions, service delivery and monitoring activities.

### DEPARTMENTAL HIGHLIGHTS

#### Addressing Our Energy Needs

In 2015-16, PWS undertook various studies and projects to increase renewable and alternative production and transmission in the NWT. Selected accomplishments include:

- North Slave Resiliency Study: in response to the low water levels on the Snare hydroelectric system in the North Slave, PWS worked with Manitoba Hydro International to consider the health of the system and investigate drought management options. The report concluded that there is an energy surplus in normal water years and the hydro system is already very resilient. A number of recommendations are made to plan for future droughts to avoid severe rate changes from drought and to investigate potential improvements to the hydro system.
- Colville Lake Solar and Battery Project: PWS provided monetary and technical support for the installation of this solar-battery-diesel project, which will result in fuel and greenhouse gas emission reductions. The community has already experienced short periods of time where the diesel engines were not required for power generation.
- Wind Monitoring: PWS funded wind monitoring projects in the North Slave and Beaufort Delta to determine the wind resources near Yellowknife and near Inuvik. Data acquisition is ongoing and shows promise in terms of wind speed and consistency. Typically, at least two years of data is required to define the wind resource. The strongest potential for a wind turbine project is in Inuvik, where the wind energy could displace fossil fuel use.
- Liquid Natural Gas (LNG) Feasibility: work was completed to assess the business case and potential for an LNG power generation project in Fort Simpson to displace diesel. Findings indicate that LNG will be a cost effective alternative to displace diesel, if diesel costs were to rise or a closer supply point emerges to reduce the landed cost of LNG.

#### Energy Efficiency Programs

In 2015-16, PWS provided \$2.8M in program and operational funding to the Arctic Energy Alliance (AEA) to deliver energy efficiency and conservation programs and initiatives to NWT residents, businesses and communities. This funding was supplemented with an additional \$840,000 provided to the AEA in September 2015. Key programs include: the Alternative Energy Technology program, the Commercial and Residential Energy Efficiency Incentive programs, Community Government Retrofit program, and the Community Biomass Heating program.





## Department of Public Works and Services 2016-17 Business Plan

### Fuel Services

Fuel Services successfully administered the third year of a seven-year contract for supply, transportation and delivery of petroleum products to marine accessible communities; and tendered, and awarded a new three-year contract for supply, transportation and delivery of petroleum products to winter road accessible communities throughout the NWT. Fuel Services also developed and implemented a web-based training program for contracted community fuel delivery service providers. This program covers orientation, operation and safety instruction. All community contractor employees must successfully complete the training program prior to conducting any fuel sales, dispensing or delivery operations.

In 2015-16, all fuel services staff received spill response training and joined in a spill response training exercise to ensure that PWS staff has knowledge of the appropriate resources to mobilize in response to a fuel spill.

### Cross-Departmental Initiatives

#### Implementing the 3<sup>rd</sup> Year of the 2013 *Energy Action Plan*

In 2015-16, PWS completed the final year of the three-year 2013 *Energy Action Plan*. Action items under the plan involved PWS, the NWT Housing Corporation (NWT HC), the NWT Power Corporation (NTPC), and the Arctic Energy Alliance (AEA). Funding for action items for 2015-16 totaled over \$9 million and supported renewable energy projects, energy efficiency and conservation initiatives across government as well as incentive programs for residents and communities delivered through the AEA.

Key cross-departmental energy projects and initiatives include: utility scale photovoltaic electricity for thermal communities (with NTPC), light emitting diode street light replacement in thermal communities (with NTPC), biomass heating for two schools (Department of Education, Culture and Employment), and support for energy efficiency upgrades and solar energy projects in public housing (with NWT HC).

#### Consolidation of Energy Functions within PWS

Energy functions from across the GNWT were fully consolidated within PWS in 2015-16. This was done to enhance the focus on projects and programs for communities and residents and to improve accountability for results. Energy issues will continue to cut across all GNWT departments and PWS has continued to lead cross-departmental initiatives in matters relating to energy supply, conservation and efficiency programs and alternative energy solutions.

### Fuel Supply and Maintenance Services for NTPC

PWS has a renewed five-year agreement (2015-2020) to provide fuel supply and maintenance services for 20 Northwest Territories Power Corporation (NTPC) fuel storage facilities. Fuel



## Department of Public Works and Services 2016-17 Business Plan

Services 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 customers. PWS has this year also taken on the responsibility for the management of contracts for the supply and transportation of Liquid Natural Gas (LNG) to the Inuvik NTPC power generating plant.

In 2016-17, PWS has a number of activities planned under the Energy activity that will respond to the Priorities of the 18<sup>th</sup> Legislative Assembly. These will include the following initiatives:

### **Cost-of-Living Priority 3: Support the Use of Energy-Efficient technologies in residential, commercial, and public sectors**

- In 2016-17, PWS will initiate the process to create a new three-year energy action plan, building on previous investments made over the past three years.
- In 2016-17, PWS will continue to provide financial support to the Arctic Energy Alliance to provide energy efficiency and conservation initiatives and programs to the public.
- In 2016-17, PWS will review the funding allocations and program offerings of the Arctic Energy Alliance with a view to expand and improve access to incentives for residents to invest in energy efficient products, and help businesses, condominiums, and cooperatives invest in energy conservation and efficiency. Support will also be provided to residents and communities so that they can make investments into renewable energy, such as solar, and improve the energy efficiency of public housing.

### **Cost-of-Living Priority 4: Increasing the Production and Transmission of Renewable and Alternative Energy**

- In 2016-17, PWS will continue to investigate and implement renewable and alternative energy solutions to replace the use of imported diesel fuel for power generation in the Thermal Zone and reduce the use of diesel fuel for heating in all regions. This will include review of the feasibility of wind energy, solar generation, geothermal and biomass energy.
- In 2016-17, PWS will continue to explore the potential for the development of hydroelectric power and transmission lines, with the goal of connecting NWT diesel communities where feasible as well as considering the potential to establish a connection to the continental energy grid.
- In 2016-17, PWS will lead the implementation of the recommendations of the North Slave Resiliency Study. This will include improvements to hydro system water monitoring and reservoir management, and considering options to avoid electricity rate cliffs that could result from future periodic droughts. PWS will also work with NTPC to find ways to make use of surplus Taltson hydroelectric power in the South Slave region.





## Department of Public Works and Services 2016-17 Business Plan

- In 2016-17, PWS will continue to participate in the pan-Canadian Task Force on Reducing Diesel in Off-Grid Communities.

### **Economy, Environment, and Climate Change Priority 4: Implementing a Strategy to Mitigate and Adapt to Climate Change in Collaboration with other Government and Organizations**

- In 2016-17, PWS will continue to work with our partners in the territory and in the federation to implement a Canadian Energy Strategy, by participating in intergovernmental working groups on energy efficiency, energy delivery, technology and innovation, and transitioning our country towards a lower-carbon economy.
- In 2016-17, PWS will support Net Metering through clear policy direction to the Public Utilities Board (PUB), to provide certainty to allow customers to recover their investments in renewable energy.
- PWS will work closely with ENR on the development of a Climate Change Strategy and ensure that this work is closely linked to development of a new Energy Plan in 2016-17.

### **PERFORMANCE MEASURES**

#### **Fuel Services**

##### Outcome:

The purchase, transport and storage of petroleum products in NWT communities not served by the private sector including the fuel delivery and maintenance services provided to the NWT Power Corporation tank farm facilities is cost effectively and safely managed to minimize the impact of rising fuel prices on residents.

##### Measures:

1. Measure: *Administration and overhead costs as a percentage of gross expenditures*

Target: Less than 15% of gross expenditures

Administration and overhead costs were 7% in 2014-15 which is down from the 9% recorded in 2013-14. PWS targets less than 15% of gross expenditure for this measure and has met the target for this measure for the past six years. As overhead costs are a component in establishing fuel prices, effectively managing these costs helps to lessen the impact of other cost drivers in community fuel prices.

2. Measure: *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

There was one diesel spill occurrence in 2014-15 of approximately 25 litres in the community of Inuvik resulting from a failure of a fuel transfer hose. The spill was contained on site and



## Department of Public Works and Services 2016-17 Business Plan

recovered with sorbent material and stored in a waste recovery drum; no fuel was released to the environment outside of the facility and clean-up of the site was completed. This amount was less than the target of 0.01%.

Measure: Percentage of training completed by community fuel service contractors

Target: Complete training with 25% of the Community Fuel Services contractors

This measure coincided with the development of a series of comprehensive contractor training materials and a training delivery program to ensure the reliable, safe and secure supply of fuel within communities. Fuel Services staff provided one-on-one training to four of the sixteen community contractors in 2014/15. Two of the four contractors also received a second one-on-one training session during the year.

### **Energy Policy and Planning**

#### Outcome:

The general public and other interested stakeholders are appropriately informed of the department's energy initiatives and the policy framework under which the energy related activities of the GNWT are being addressed.

#### 1. Measure: Number of *Presentations to Public and Stakeholders*

Target: Provide presentations at six energy-related public events

This measure is intended to be a communications platform to keep the public and interested stakeholders informed on government energy policy and energy related activities. With the consolidation of energy functions in PWS this is a new measure for 2015-16 and the initial results will be reported in the 2017-18 Business Plan.



## Department of Public Works and Services 2016-17 Business Plan

### Key Activity 4 - Technology Service Centre

#### DESCRIPTION

The Technology Service Centre division (TSC) provides Information Technology (IT) services and support to GNWT departments and some Health Authorities. The TSC is responsible for the government network that connects government offices, schools and healthcare facilities in all 33 communities. The network is the gateway to digital communications and services making access to vital government systems and the Internet possible. The TSC also maintains and supports the government's e-mail system, servers and data storage infrastructure as well as provides desktop/laptop support and website hosting services.

The TSC manages the government's primary GNWT Data Centre in Yellowknife ensuring a reliable and secure environment is available for the IT infrastructure required to deliver corporate information systems like PeopleSoft HR and the System for Accountability and Management (SAM). A secondary data centre in the Stuart M. Hodgson building provides contingency/backup site functions for the GNWT network which is also managed by the TSC along with two smaller data centres in Fort Smith and Inuvik.

Service and Help Desk IT support is also provided by the TSC to all GNWT employees by phone or email. The Help Desk is an information/assistance resource that troubleshoots common problems with computers, software, corporate systems and network connectivity. Through Help Desk interactions and online surveys, the TSC gauges employee satisfaction and can identify employee preferences which is essential to the TSC's goal to constantly enhance the services and support it provides to GNWT employees, departments and boards and agencies.

#### GOALS

- Ensure that suitable information technology infrastructure and services are available to support the delivery of government programs and services.

#### DEPARTMENTAL HIGHLIGHTS

##### **Managing Critical Information Technology Infrastructure**

The TSC maintains critical server and network infrastructure and provides desktop operations in support of GNWT departmental programs and services. In 2015-16, the TSC completed major infrastructure evergreening (replacement) of core data centre equipment, network routing equipment and disaster recovery backup infrastructure. These activities ensure that the GNWT data centres and network continue to meet the IT capacity, availability and security requirements to support government operations.

##### **Providing IT Support Services to Health Authorities**

The TSC continues to migrate the different Health Authorities under its total envelope of IT services in support of the Health Authorities amalgamation. The Dehcho and Sahtu Health Authorities are



## Department of Public Works and Services 2016-17 Business Plan

fully supported, while Stanton and Fort Smith Authorities are supported for desktop and network hardware. The TSC and the Department of Health and Social Services (HSS) are working closely to coordinate the application support responsibilities between the TSC and the HSS Information Shared Services Centre (ISSC) to ensure the most cost effective and efficient handling of service requests. The Tlicho Community Services Agency and Beaufort-Delta Health Authority are currently planned for TSC support in 2016-17, followed by Yellowknife Health and Social Services Authority and Hay River Health Authority in 2017-18.

### **Network and Security Initiatives**

A network security breach is one of the department's top five risks in concern for safeguarding the government's information assets and protection of privacy and as such it's the top priority for the TSC. In 2015-16, the TSC collaborated with the Office of the Chief Information Officer (OCIO) security initiative to deploy desktop security software to all GNWT desktops. This software has been successful at detecting and blocking many malicious security attacks that continue to target organizations around the globe.

The TSC also supports OCIO/Department of Finance initiatives such as the Mackenzie Valley Fibre Link and the Service Innovation Strategy. The OCIO is leading an Information Communications and Technology (ICT) review that will see recommendations from that review used to leverage and define the next iteration of the GNWT Enterprise Network Strategy. This strategy requires careful analysis of all GNWT program and service impacts to the network, in particular health care and education initiatives which continue to require large capacity bandwidth to support complex system applications.

### **Continuous Service Improvement**

As part of continuing service improvement efforts, the TSC recently developed and successfully implemented a new Service Desk ticketing system. The TSC has made that system and support available to other centralized information systems and application support functions in government so that they can electronically log, track and analyze trends in responding to their client's support requirements. Procurement Shared Services, DIIMS and the LANDS/ENR/ITI Shared Services Centre have all adopted this tool and are using system metrics that were previously unavailable towards improving service delivery.

The TSC completed a full review of its Service Catalogue and established a Service Partnership Agreement and Service Level Agreement. Together, these documents formalize the services that TSC provides as well as the standards that it must meet to fulfill its IT support commitments to clients.

### **Cross-Departmental Initiatives**

#### Implementing the new GNWT Telephone System

In 2015-16, the TSC completed a significant undertaking with implementing approximately 2,400 new telephones in all departments in Yellowknife. The new system has many interactive features,



## Department of Public Works and Services 2016-17 Business Plan

an on-line directory, and the ability to more effectively distribute calls. The system allows callers to select their preferred English or French language and can automatically route the caller to someone who speaks their language. By replacing the old Centrix system with the new IP based telephone system the government will achieve savings of approximately \$6 million over 10 years. The new systems will be deployed to the regional centres over the next two years.

### PERFORMANCE MEASURES

#### **Outcomes:**

The TSC provides a reliable, secure and accessible environment for the critical IT infrastructure used by departments, boards and agencies for the electronic delivery of programs and services to NWT residents.

A standardized service and help desk function is available to all GNWT employees to resolve common IT infrastructure and network connectivity issues.

#### 1. Measure: Client Satisfaction rate with computing and data communications

Target: 80% satisfaction

The TSC uses a web-based tool to measure client satisfaction. The overall client satisfaction rating for 2014-15 was 82%. While the satisfaction rating is down marginally from the 2013-14 rating of 84%, the TSC has exceeded its client satisfaction target for seven consecutive years.

#### 2. Measure: Number of Service Desk Calls answered within 30 seconds

Target: 90% of total

This measure indicates the speed of answer in the Helpdesk queue by TSC Service Desk staff. The automated phone system used by the TSC Service Desk tracks the amount of time taken to answer each call from a client, and reports statistics such as average and maximum answer times. The results for this performance indicator are derived from these statistics.

For 2014/15, TSC Service Desk answered 74% of calls within 30 seconds which is consistent to the 75% rating achieved in 2013-14. In total 29,072 calls were answered in 2014-15 versus 28,484 in 2013-14.

#### 3. Measure: Number of Service Desk Calls resolved without sending a TSC technician

This measure indicates the closure rate of calls by the TSC Service Desk staff without a hand-off to other on-site or Data Centre TSC staff. While this is unavoidable in some instances, it is desired outcome whenever possible as it helps to increase client satisfaction and is far more cost-effective than dispatching a technician. The target was exceeded for the fifth year in a row.

Target: 65% of total



## Department of Public Works and Services 2016-17 Business Plan

In 2014-15, 71% of calls were resolved without sending a TSC technician which is identical to the rating achieved in 2013-14. The target was exceeded for the sixth consecutive year.

4. Measure: Number of Service Desk Calls followed up for quality control.

This measure is a quality assurance indicator to ensure the TSC is effectively managing requests for services/support. This follow-up applies to all service calls reported to the TSC, regardless of whether they were resolved at the Service Desk or by a second-level technician. The information gathered through this process is evaluated and used to make continual improvements to the client services provided by the TSC.

Target: 1000 calls followed up

In 2014/15, TSC Service Desk representatives and management followed up on 2001 calls.

<b>PUBLIC WORKS AND SERVICES</b>
----------------------------------

**2016-17 Business Plan****Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Departmental Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>4</b>	<b>Proposed Adjustments to Grants &amp; Contributions: 2015-16 Main Estimates to 2016-17 Business Plan</b>
<b>5</b>	<b>Human Resources Statistics</b>
<b>6</b>	<b>Infrastructure Investments</b>
<b>7</b>	<b>Restatements</b>

DEPARTMENTAL SUMMARY
----------------------

(thousands of dollars)

	Proposed 2016-17 Main Estimates	2015-16 Revised Estimates	2015-16 Main Estimates	2014-15 Actuals
<b>Operations Expenses by Activity</b>				
Asset Management	95,918	98,687	98,885	94,944
Directorate	11,985	11,871	11,874	12,624
Energy	9,216	8,455	8,456	8,665
Technology Service Centre	1,535	1,535	1,535	1,216
<b>Total</b>	<b>118,654</b>	<b>120,548</b>	<b>120,750</b>	<b>117,449</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	31,395	31,197	31,160	29,378
Grants and Contributions	2,708	3,628	4,488	5,726
Other	78,393	79,565	78,944	77,070
Amortization	6,158	6,158	6,158	5,275
<b>Total</b>	<b>118,654</b>	<b>120,548</b>	<b>120,750</b>	<b>117,449</b>
<b>Revenues</b>	<b>1,618</b>	<b>1,618</b>	<b>1,618</b>	<b>3,408</b>

## HUMAN RESOURCE SUMMARY

	Proposed 2016-17 Main Estimates	2015-16 Main Estimates
Yellowknife Headquarters	143	142
Regional / Area Offices	156	154
Other Communities	17	16
	<b>316</b>	<b>312</b>



<b>Operations Expense Summary</b>
-----------------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS										
	2015-16 Main								Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
	Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions		
<b>Asset Management</b>										
Buildings and Works	24,506	-	24,506	-	577	-	-	(1,318)	-	23,765
Division Management	1,084	-	1,084	-	-	-	-	-	-	1,084
Facility Planning	656	-	656	-	-	-	-	(50)	-	606
Facility Risk Management	3,007	-	3,007	-	-	-	-	(38)	-	2,969
Infrastructure Management	639	-	639	-	1	-	-	(47)	-	593
Inspection Services	1,559	-	1,559	-	-	-	-	-	-	1,559
Leases	27,914	-	27,914	(129)	-	-	-	(1,600)	105	26,290
Property Management	2,258	-	2,258	(356)	1	-	-	(57)	-	1,846
Regional Projects	2,912	-	2,912	-	4	-	-	(132)	-	2,784
Technical Support	1,626	-	1,626	-	-	-	-	-	-	1,626
Utilities	32,304	-	32,304	-	334	-	-	(262)	-	32,376
Vehicles and Equipment	420	-	420	-	-	-	-	-	-	420
	98,885	-	98,885	(485)	917	-	-	(3,504)	105	95,918
<b>Directorate</b>										
Corporate Information Management	3,198	-	3,198	(60)	671	-	-	-	-	3,809
Department Management	667	-	667	-	-	-	-	-	-	667
Finance	1,005	-	1,005	-	-	-	-	(500)	-	505
Policy and Planning	687	-	687	-	-	-	-	-	-	687
Procurement Shared Services	2,835	-	2,835	-	-	-	-	-	-	2,835
Regional Program Delivery	3,482	-	3,482	-	-	-	-	-	-	3,482
	11,874	-	11,874	(60)	671	-	-	(500)	-	11,985
<b>Energy</b>										
Energy Division Management	208	-	208	-	-	-	-	-	-	208
Energy Policy, Planning, and Programs	982	-	982	-	-	-	3,153	-	-	4,135
Energy Solutions	5,128	-	5,128	-	-	-	(3,153)	-	-	1,975
Fuel Services	2,138	-	2,138	-	-	760	-	-	-	2,898
	8,456	-	8,456	-	-	760	-	-	-	9,216
<b>Technology Service Centre</b>										
Technology Service Centre	1,535	-	1,535	-	-	-	-	-	-	1,535
	1,535	-	1,535	-	-	-	-	-	-	1,535
<b>TOTAL DEPARTMENT</b>	120,750	-	120,750	(545)	1,588	760	-	(4,004)	105	118,654

## Major Revenue Changes

(thousands of dollars)

## PROPOSED ADJUSTMENTS

	2015-16 Main Estimates	Restatements	Restated Total	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-	-	-	-	
<b>TRANSFER PAYMENTS</b>							
Federal Cost-shared	-	-	-	-	-	-	
Capital Transfers	-	-	-	-	-	-	
	-			-	-	-	
<b>GENERAL REVENUES</b>							
Revolving Funds Net Revenue	-	-	-	-	-	-	
	-	-	-	-	-	-	
Regulatory Revenue	1,027	-	1,027	1,027	-	-	
	-	-	-	-	-	-	
Investment Income	-	-	-	-	-	-	
	-	-	-	-	-	-	
Lease	248	-	248	248	-	-	
	-	-	-	-	-	-	
Program	-	-	-	-	-	-	
	-	-	-	-	-	-	
Grants in Kind	-	-	-	-	-	-	
	-	-	-	-	-	-	
Service and Miscellaneous	343	-	343	343	-	-	
	-	-	-	-	-	-	
	-	-	-	-	-	-	
	<b>1,618</b>	-	<b>1,618</b>	<b>1,618</b>	-	-	
<b>TOTAL REVENUE</b>	<b>1,618</b>	-	<b>1,618</b>	<b>1,618</b>	-	-	

## Proposed Adjustments to Grants and Contributions

(thousands of dollars)

## PROPOSED ADJUSTMENTS

Explanation of Proposed Adjustments	2015-16 Main							2016-17		Inter-
	Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Departmental Transfers and Other Adjustments	Business Plan
Asset Management	-	-	-	-	-	-	-	-	-	-
Directorate	-	-	-	-	-	-	-	-	-	-
Energy										
Alternative Energy Program	800	(490)	310	(310)	-	-	-	-	-	-
Arctic Energy Alliance (core funding)	1,413	-	1,413	-	-	-	-	-	760	2,173
Biomass Energy	300	(125)	175	(175)	-	-	-	-	-	-
Business Support Program/CECEP	200	-	200	-	-	-	-	-	-	200
Electricity from Residual Heat Study	100	-	100	(100)	-	-	-	-	-	-
Energy Efficiency Incentive Program	300	-	300	(100)	-	-	-	-	-	200
Energy Guide for Houses	150	-	150	(150)	-	-	-	-	-	-
Natural Gas in Thermal Zones	150	(150)	-	-	-	-	-	-	-	-
Solar Energy	625	(260)	365	(365)	-	-	-	-	-	-
Water Monitoring	50	(50)	-	-	-	-	-	-	-	-
Wind Energy	225	-	225	(225)	-	-	-	-	-	-
Yellowknife Liquefied Natural Gas Plant Feasibility	175	(175)	-	-	-	-	-	-	-	-
Yellowknife Electricity Resiliency Study	-	175	175	(175)	-	-	-	-	-	-
Community Renewable Energy Program (AEA)	-	100	100	(100)	-	-	-	-	-	-
Electrical Vehicle (AEA)	-	15	15	(15)	-	-	-	-	-	-
Community Government Retrofits (AEA)	-	200	200	(200)	-	-	-	-	-	-
LED Streetlight Replacement	-	400	400	(400)	-	-	-	-	-	-
Contribution funding moved to Contract Services other O&M		360	360	(225)						135
	4,488	-	4,488	(2,540)	-	-	-	-	760	2,708
Technology Services Centre	-	-	-	-	-	-	-	-	-	-
TOTAL DEPARTMENT	4,488	-	4,488	(2,540)	-	-	-	-	760	2,708

## Human Resources Statistics

	2015-16		%	2014-15		%	2013-14		%	2012-13		%
<b>All Employees</b>	<b>296</b>			<b>271</b>			<b>256</b>			<b>252</b>		
<b>Indigenous Employees</b>	<b>143</b>	<b>48.3%</b>		<b>138</b>	<b>50.9%</b>		<b>134</b>	<b>52.3%</b>		<b>132</b>	<b>52.4%</b>	
Aboriginal	92	31.1%		90	33.2%		89	34.8%		90	35.7%	
Non-Aboriginal	51	17.2%		48	17.7%		45	17.6%		42	16.7%	
Non-Indigenous Employees	153	51.7%		133	49.1%		122	47.7%		120	47.6%	
Male	216	73.0%		197	72.7%		187	73.0%		191	75.8%	
Female	80	27.0%		74	27.3%		69	27.0%		61	24.2%	
<b>Senior Management</b>	<b>17</b>			<b>12</b>			<b>11</b>			<b>10</b>		
<b>Indigenous Employees</b>	<b>7</b>	<b>41.2%</b>		<b>5</b>	<b>41.7%</b>		<b>3</b>	<b>27.3%</b>		<b>4</b>	<b>40.0%</b>	
Aboriginal	1	5.9%		1	8.3%		1	9.1%		2	20.0%	
Non-Aboriginal	6	35.3%		4	33.3%		2	18.2%		2	20.0%	
Non-Indigenous Employees	10	58.8%		7	58.3%		8	72.7%		6	60.0%	
Male	15	88.2%		11	91.7%		10	90.9%		9	90.0%	
Female	2	11.8%		1	8.3%		1	9.1%		1	10.0%	
<b>Non-Traditional Occupations</b>	<b>105</b>			<b>149</b>			<b>111</b>			<b>142</b>		
<b>Indigenous Employees</b>	<b>57</b>	<b>54.3%</b>		<b>78</b>	<b>52.3%</b>		<b>53</b>	<b>47.7%</b>		<b>74</b>	<b>52.1%</b>	
Aboriginal	45	42.9%		55	36.9%		35	31.5%		54	38.0%	
Non-Aboriginal	12	11.4%		23	15.4%		18	16.2%		20	14.1%	
Non-Indigenous Employees	48	45.7%		71	47.7%		58	52.3%		68	47.9%	
Male	99	94.3%		134	89.9%		98	88.3%		128	90.1%	
Female	6	5.7%		15	10.1%		13	11.7%		14	9.9%	

## 2016-17 Infrastructure Investments

Project Name	Asset Location	Asset Class	Type	Estimated Completion
<b>PWS Shop Replacement</b> Prototypical design, approx. 520m <sup>2</sup> , three shop spaces, goods receiving area, maintenance office, support spaces.	Fort Simpson	Regional	TCA	2016-17
<b>PWS Shop Replacement</b> Variation based on prototypical design of approx. 520m <sup>2</sup> , three shop spaces, goods receiving area, maintenance office, support spaces.	Inuvik	Regional	TCA	2017-18
<b>PWS and Lands Shop Replacement</b> Prototypical design, approx. 520 m <sup>2</sup> , three shop spaces, goods receiving area, maintenance office, support spaces, wood pellet boiler.	Norman Wells	Regional	TCA	2016-17
<b>Capital Asset Retrofit Program</b> Energy upgrades/retrofits - controls, building envelope, energy audits, etc.	Various	Regional	TCA	On-going
<b>Deferred Maintenance</b> Lifecycle Renewals.	Various	Regional	TCA/DM	On-going
<b>Stuart Hodgson Building - 3rd Floor Tenant Improvements</b> Upgrades and adjustments to the buildings mechanical system, fire suppression, installation of energy efficient lighting. Relocate common areas such as a print/copier room/two meeting rooms. Demolition of some walls, construct new office Suites.	Yellowknife	Territorial	TCA	2016-17
<b>YK Centre Improvements</b> Improvements to accommodate Financial Shared Services & Human Resources staff.	Yellowknife	Territorial	TCA	2016-17
<b>Bulk fuel and dispenser meter testing, calibration and certification equipment package</b> Mobile equipment, to perform the required testing on a rotational basis, using a specially fitted 3/4 ton pickup truck, heavy duty suspension, a small winch, cargo handling ramps and other specialized features.	Various	Regional	TCA	2016-17
<b>Tank Level Monitoring System</b> OPW Sentinel I-Site tank level monitoring system fitted to five fuel storage tanks with electronic console on site at the tank farm with remote web based access.	Fort Good Hope	Community	TCA	2016-17
<b>GNWT Phone System Replacement</b> The new phone system is comprised of base systems in the 2 Yellowknife data centres and smaller Gateway systems in the 5 regional data centres. Install the regional gateways for Norman Wells, Fort Simpson and Hay River.	Various	Territorial	TCA	2016-17
<b>Infrastructure Evergreening</b> IT system to replace aging infrastructure to include servers, server enclosures, core routers and base storage system.	Yellowknife	Territorial	TCA	On-going

Schedule of Restatements

Department

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
OPERATIONS								
	Establishment of ADM Energy	Energy Division Management	HQ		208	207	208	0
	Transfer to PWS Energy from ENR and internal realignment of contribution funding between divisions.	Energy Policy, Planning, and Programs	HQ		4,895	982	982	4,341
	Transfer to PWS Energy from ITI and internal realignment of contribution funding between divisions.	Energy Solutions	HQ		1,975	5,128	5,128	2,162
	Amortization expense associated with Fuel Services storage facilities.	Fuel Services	HQ		2,138	2,138	2,138	2,162
			Total		\$ 9,216	\$ 8,455	\$ 8,456	\$ 8,665



# Annual Business Plan

**2016-2017**

## **Transportation**



Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest



## Department of Transportation

### 2016-17 Business Plan

#### 1. DEPARTMENTAL OVERVIEW

##### MISSION

To provide and promote a safe, reliable, and sustainable multi-modal transportation system by strengthening connections, capturing opportunities, and embracing innovation.

##### GOALS

- **Strengthening Connections:** Continue to maintain and improve our existing transportation system to enhance the level of service, increase reliability, improve transportation safety and build on partnerships.
- **Capturing Opportunities:** Continue to expand the transportation system through partnerships to better connect our communities and support our economic development potential.
- **Embracing Innovation:** Continue to improve the way we do business by improving service delivery, modernizing transportation programs and policies, communicating better with the public to improve awareness and safety, applying new technologies, adapting the system to the effects of climate change and promoting environmental stewardship.

##### KEY ACTIVITIES SUMMARY

- Airports
- Corporate Management
- Highways
- Marine
- Road Licensing and Safety

##### OPERATING ENVIRONMENT

###### Focusing Investments

Investment in transportation infrastructure strengthens connections to communities by increasing safe and reliable access and supports expansion of the system to capture opportunities for new industry exploration and development. The mandate of the 18<sup>th</sup> Legislative Assembly identified capturing opportunities for investment in transportation infrastructure by working to secure





## Department of Transportation

### 2016-17 Business Plan

funding to advance new road projects as a priority. Upgrades to the existing transportation system and expansion of the system will improve access to communities and areas of high mineral potential, supporting the 18<sup>th</sup> Assembly's priorities of lowering the cost of living and supporting economic development.

Transportation infrastructure and support services across the Northwest Territories (NWT) compete for limited resources with other high priority territorial programs. Sustaining the funding necessary to maintain and expand NWT transportation infrastructure and support services requires building effective partnerships, priority setting to address concerns of highest importance, developing innovative infrastructure financing models, and using efficiencies to deliver more with less.

The Department of Transportation (the Department) is largely reliant on funding partnerships with the federal government to make necessary investments in the transportation system. In recent years, the federal government allocated a large amount of infrastructure funding under various programs including the Canadian Strategic Investment Fund, Airport Capital Assistance Program (ACAP), and the Building Canada Plan. The Government of the Northwest Territories (GNWT) also invested in transportation infrastructure. Currently, the federal government's New Building Canada Plan provides opportunities for ongoing system-wide improvements. Additional opportunities to access federal funding for transportation infrastructure will be pursued as they become available.

#### **Sustaining an Under-Developed and Aging Transportation System**

Strengthening connections by preserving existing infrastructure is essential for the safe and reliable movement of people and goods. 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 NWT infrastructure was built to the standards that are no longer current and now require extensive investments to maintain operability and reliability. Major culverts, bridge structures, airfield lighting systems and maintenance and air terminal buildings are reaching the end of their lifecycles and must be rehabilitated or replaced. Investments are also required to replace chipsealed sections of highways and paved airport surfaces that have reached the end of their service lives. Chipsealed surfaces that are not resurfaced must be returned to gravel to maintain safety; paved airport surfaces must be resurfaced to maintain current service levels. The Department is working to ensure an appropriate level of investment is directed to upgrading and rehabilitating the transportation system and maintaining existing assets.



## Department of Transportation

### 2016-17 Business Plan

#### **Expanding the System to Connect Communities and Enable Development**

Expansion of the NWT transportation system will enable the GNWT to capture significant opportunities for our territory, including facilitating economic diversification and improving the quality of life for residents who will gain increased access to essential services, economic opportunities, mobility, and a reduced cost of living. The NWT's vast mineral potential 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 its full potential. Opportunities for resource exploration and development are hampered significantly by lack of infrastructure. With the GNWT and NWT Aboriginal governments now receiving resource revenues following devolution and capital markets expected to rebound, pressure will increase from industry to expand the transportation system, strengthen intermodal capabilities and develop serviced land at airports to unlock the NWT's mineral and petroleum resource potential. Sound investment decisions in infrastructure are needed to promote economic development.

#### **Accommodating Increasing Regulatory Requirements**

Embracing modern and innovative practices that fit the unique operating conditions of the NWT are necessary to continue improving transportation services and ensure public safety. 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. With large capital projects underway, such as the Inuvik to Tuktoyaktuk Highway, and the introduction of Safety Management Systems, the Department places significant importance on ensuring ongoing regulatory compliance and reporting requirements are met, with a focus on continuous improvement.

#### **Adapting to Climate Change**

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, salt and runway chemicals, and led to increased variability within the transportation system and unpredictability for system users. Permafrost degradation increases O&M costs and accelerates the need for capital rehabilitation. Pressure is increasing to adapt to the effects of climate change.



## Department of Transportation

### 2016-17 Business Plan

Embracing innovative construction techniques and advancing research and development will support a resilient transportation system. Realigning winter roads to overland right-of-ways, constructing permanent bridges, protecting runway embankments, addressing surface and subsurface groundwater movement, and ultimately replacing winter roads with all-season roads will help to adapt to the impacts of climate change is having on limiting transportation access. The Department is also taking advantage of new technologies such as advanced visual and navigational aids for airport operations and Road Weather Information Systems that support Department in scheduling maintenance activities. The Department works with partners in other departments and governments, as well as networks of expertise across universities and the private sector, to support scientific research that can be applied to develop innovative techniques to address climate change mitigation and adaptation. This supports the 18th Assembly's priority to mitigate and adapt to climate change in collaboration with other governments and organizations.

#### **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 47.5 percent of the current workforce over the age of fifty. Thirty-one percent of the Department's staff is eligible to change due to age-related attrition within the next five years. This is especially critical when examining the workforce by the type of position. Ninety-one percent of senior management is eligible to retire within the next ten years. The Department has taken advantage of GNWT Aboriginal Managers Program, Leadership Development Training, Transfer Assignments, and Associate Director/Manager Program to help address human resource succession planning and attract and retain staff.

#### **Planning, Developing and Delivering Infrastructure for the GNWT**

The Departments of Public Works and Services and Transportation are working collaboratively to undertake a systematic review and evaluation of the programs and services currently provided by the departments to determine whether opportunities to plan and deliver infrastructure for the Government can be done in a more efficient and cost-effective manner. This will include assessing whether this can be achieved through a revised organizational structure, such as new infrastructure department, which would improve the management of government infrastructure, particularly at the regional and community level. It is expected that the 2016-17 fiscal year will be spent developing options for consideration through a future business planning process.



## Department of Transportation

### 2016-17 Business Plan

#### Enterprise Risk Management

The Department participates in the GNWT's corporate Enterprise Risk Management (ERM) program, including the development of Department-level risk assessments and mitigation plans. The Department has identified its top three risks which relate to its mission and strategic goals, stated above, whereby a failure to achieve progress in any of these areas would constitute a significant risk.

The Department has identified the following as its top three risks:

1. Infrastructural Failures
2. Operational Systems Failures
3. Environmental Compliance

The Department has and continues to develop a number of initiatives and strategic frameworks that are leading the reformation of its operations and programs, and which directly mitigate the Department's key risks.

#### Risk 1: Infrastructure Failure

There is a risk of an infrastructure failure resulting in unsafe conditions, injuries and/or loss of public confidence. Aging infrastructure and limited resources are contributing to increased residual risks in this area. The Department reduces risks by taking the following approach: understanding the exact nature of the risk; assessing the risk on a regular basis by reviewing a written risk matrix and measuring performance on a regular basis; on-site inspections and monitoring performance; using remote sensors to measure performance and tracking; using the latest models to manage the asset and insert operations and maintenance funds and capital funds at the right time; keeping up to date on best practices through ongoing investment in research and development; and properly training and preparing staff. Risks are being mitigated through Asset Management Systems, such as the Bridge and Culvert Management Program and the Highway Management System (currently under development), as well as increased inspections and more aggressive replacement programs.

#### Risk 2: Operational Systems Failures

There is a risk of operational systems failures resulting in unsafe conditions, injuries and/or loss of public confidence. Aging systems and limited resources are contributing to increased residual risks in this area. The Department reduces risks by taking the following approach: understanding the exact nature of the risk; assessing the risk on a regular basis by reviewing a written risk matrix and measuring performance on a regular basis; on-site inspections and monitoring performance; using remote sensors to measure performance and tracking; using the latest models to manage the asset



## Department of Transportation

### 2016-17 Business Plan

and insert operations and maintenance funds and capital funds at the right time; keeping up to date on best practices through ongoing investment in research and development; and properly training and preparing staff.

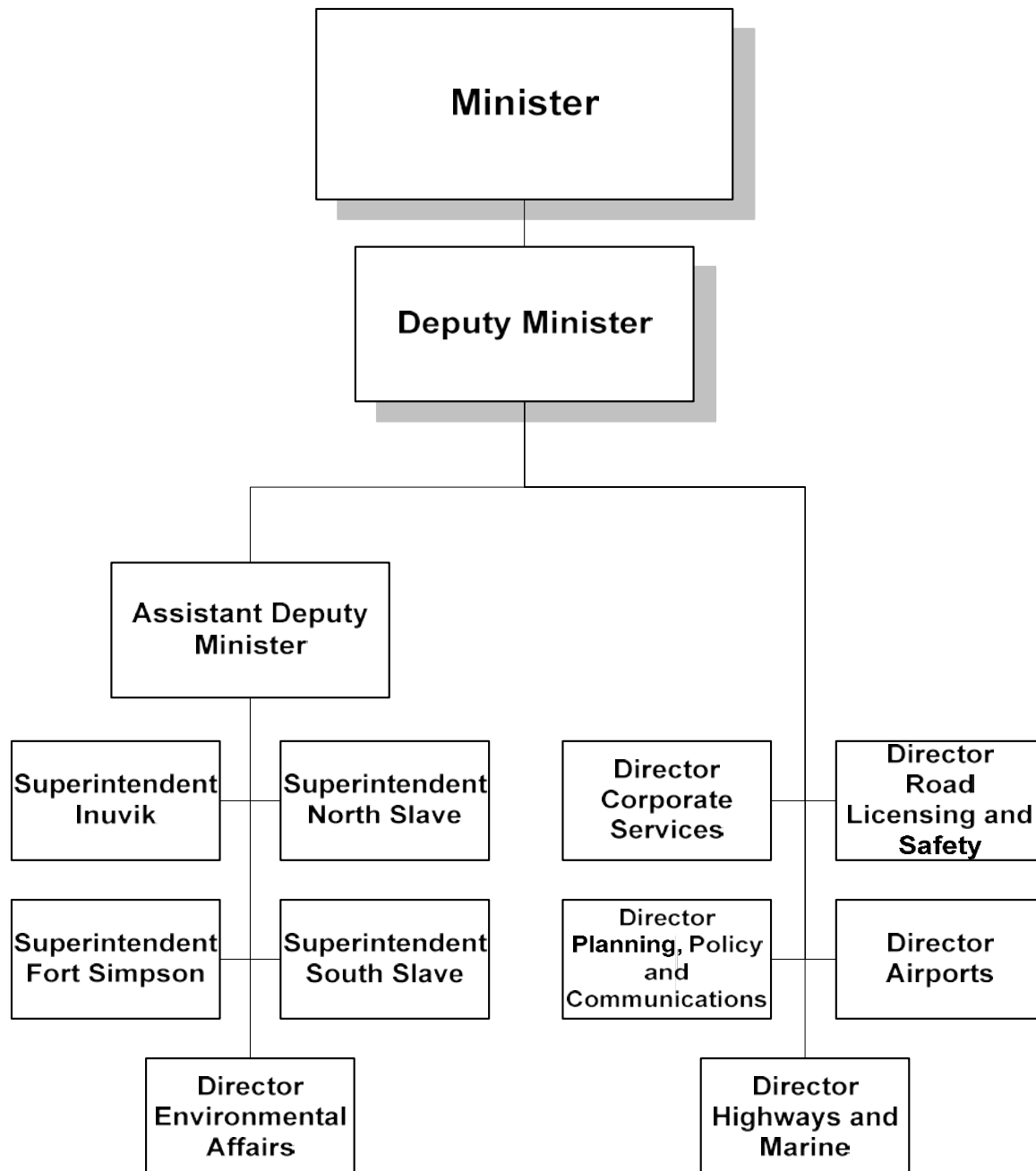
#### **Risk 3: Environmental Compliance**

There is a risk that the Department's environmental performance and/or regulatory compliance is compromised resulting in environmental damage and/or fines/penalties. The Department has developed and deployed internal mechanisms which monitor departmental activities for regulatory or environmental risks for mitigative resourcing. Risks are being mitigated through initiatives such as having a dedicated Environmental Affairs Division and the development of an Environmental Management System.



## Department of Transportation 2016-17 Business Plan

### Organizational Chart





## Department of Transportation

### 2016-17 Business Plan

## 2. RESOURCE SUMMARY

### DEPARTMENTAL SUMMARY

(thousands of dollars)

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Revised Estimates</b>	<b>2015-16 Main Estimates</b>	<b>2014-15 Actuals</b>
<b>Operations Expenses by Activity</b>				
Airports	27,399	32,450	27,811	26,240
Corporate Management	11,970	12,047	11,973	13,141
Highways	66,163	66,423	66,420	67,725
Marine	7,918	7,419	7,418	7,810
Road Licensing and Safety	5,840	5,844	5,840	5,812
<b>Total</b>	<b>119,290</b>	<b>124,183</b>	<b>119,462</b>	<b>120,728</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	37,838	37,620	37,556	38,603
Grants and Contributions	1,192	1,212	1,212	1,090
Other	42,292	47,383	42,726	41,498
Amortization	37,968	37,968	37,968	39,537
<b>Total</b>	<b>119,290</b>	<b>124,183</b>	<b>119,462</b>	<b>120,728</b>
<b>Revenues</b>	<b>72,033</b>	<b>110,714</b>	<b>84,860</b>	<b>106,918</b>

### HUMAN RESOURCES SUMMARY

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Main Estimates</b>
Yellowknife Headquarters	95	95
Regional / Area Offices	161	164
Other Communities	37	37
	<b>293</b>	<b>296</b>





## Department of Transportation

### 2016-17 Business Plan

#### 3. KEY ACTIVITIES

##### Key Activity 1 – Airports

#### DESCRIPTION

The Department provides and maintains airport facilities and services, advances economic development opportunities utilizing airport assets, and encourages and supports the provision of regular, safe, cost-effective, and reliable air services. The Department is responsible for the maintenance, operation, commercial development (leasing), rehabilitation, and upgrading of aerodromes.

The Department operates 27 aerodromes in the NWT: one gateway hub in Yellowknife; 2 regional hubs in Norman Wells and Inuvik; 3 regional aerodromes with paved runways; and 21 community aerodromes with gravel runways. Aerodromes in the NWT are critical to the transportation system. With few roads and highways, air transportation is often the only method available for the timely movement of goods and people and an important component for increased intermodal capabilities. Aerodromes are a lifeline for many communities to receive everything from supplies to medical evacuations.

The Department monitors changes in air transportation legislation, regulation, policy activities of other governments, trends in air transportation safety, cost, infrastructure technology developments, economic and commercial development activities, and opportunities for partnership to finance the improvement of airport infrastructure.

#### GOALS

- *Strengthening Connections* - Increase capacity of NWT airports

#### DEPARTMENTAL HIGHLIGHTS

##### **Federal Investment in Airport Facilities**

The Department will continue to pursue federal funding to renew, rehabilitate, or construct airport infrastructure through the ACAP, the new Building Canada Plan, and other opportunities as they develop. A planning study is anticipated to be completed in 2016/17 will inform the design and construction of a new air terminal building in Inuvik. Work to expand the air terminal building in Deline will also be undertaken.





## Department of Transportation

### 2016-17 Business Plan

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

The Department will continue to improve its development of asset management tools so that data is captured and manipulated to best inform the department and advance strategic investment. As computer applications evolve and technologies improve so do the opportunities to improve business processes, operations and investments. With that, it becomes increasingly important to capture and store the right data following approved processes that will allow us to manage our assets efficiently and effectively to meet our operational requirements and act as a planning and investment tool. Effective management of assets will help the Department align business processes, operations and investments according to the needs of the travelling public, clients and regulators.

#### **Accommodating Increasing Regulatory Requirements**

The Department will continue to lobby for future air transportation regulations, policies and funding programs that take into account the distinct circumstances and unique challenges in remote regions and the North. This includes Transport Canada's current Runway End Safety Area (RESA) standards, which could require improvements to 11 NWT runways, new Aerodromes Standards and Recommended Practices (TP312), and infrastructure programs available for air transportation, such as the ACAP program, to ensure that they are adequately funded and flexible enough to meet the needs of Canada's territories and remote areas. The Department will work with GNWT and federal departments by providing input to help streamline regulatory processes and adopt a flexible strategy.

#### **Yellowknife Airport**

The Department will be seeking an amendment to the *Revolving Funds Act* to establish a revolving fund for all Yellowknife Airport revenues and expenditures so that the airport becomes self-sustaining. This would enable the airport to be responsible for its own operations and maintenance, as well as capital infrastructure renewal and investment, and to be better positioned to respond to local economic needs and priorities. This approach will also provide new opportunities for revenue generation and allow for increased responsiveness to customer service, operational efficiencies, timely infrastructure improvements and the creation of a more predictable business environment for airlines and other airport users.

#### **Commercial Development Attraction**

Increased focus will be placed on revenue generating potential in the future planning and development of airport terminals and lands. Recognizing that non-aeronautical revenue



## Department of Transportation

### 2016-17 Business Plan

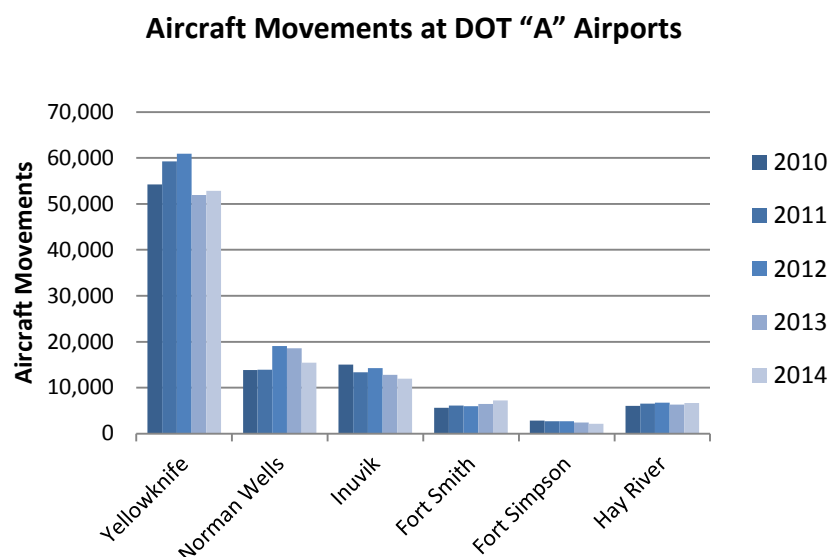
(lease/rental) is beginning to overtake aeronautical revenue (landing and other fees), a trend that is being observed in airports worldwide, it is important to position airport infrastructure to encourage economic growth in the NWT and appeal to industry to locate in the NWT. The Department will examine opportunities to incorporate development opportunities through partnerships, funding programs, technology and strategic investment in airport assets.

#### Airport Runway Vulnerability

Northern terrain and topography, underlain with continuous and discontinuous permafrost requires adaptation of traditional transportation engineering and management approaches to minimize the risk of failure. Vulnerability assessment protocols, advanced inspection and survey techniques are being implemented to determine which runways built on permafrost are most at risk to the impact of climate change, permafrost degradation and sub-surface groundwater movement. Detailed investigations are in progress on the runways at Yellowknife, Hay River and Inuvik to understand the physical conditions affecting runway stability and to develop mitigation procedures to maintain safety and accessibility with the transportation network. Technological equipment investments will be incorporated into infrastructure where feasible to monitor impacts from climate change and assist in developing cost-effective pavement preservation and rehabilitation strategies.

#### PERFORMANCE MEASURES

Measure 1) Volume of traffic at NWT's largest airports



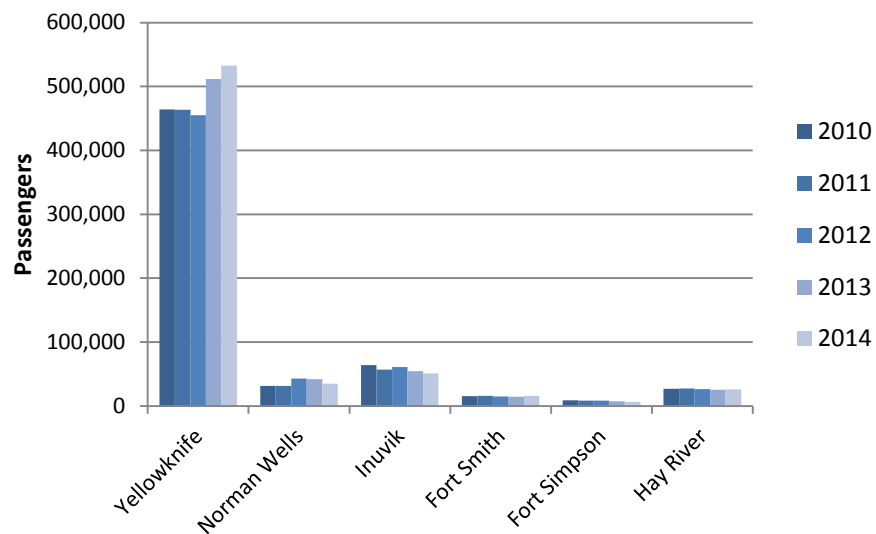


## Department of Transportation

### 2016-17 Business Plan

Arctic “A” airports are defined as such by having a minimum runway size of 6000 x 150 feet. Changes in traffic at NWT’s largest airports can be attributed to exploration and development activity in the resource development industry, tourism, and increased capacity of airports to support major air carriers. Since 2010, aircraft and passenger movements have remained fairly static, with the exception of an increase in passenger movements at the Yellowknife Airport.

**Passenger Movements at DOT “A” Airports**





## Department of Transportation

### 2016-17 Business Plan

#### Key Activity 2 – Corporate Management

##### DESCRIPTION

Under the guidance of the Deputy Minister, the Corporate Management activity provides leadership, planning, and overall management of the Department's Divisions and Regional Offices, and provides strategic advice and support to the Department and Minister. This activity is comprised of the Directorate; Planning, Policy and Communications; Environmental Affairs; and Corporate Services.

The Planning, Policy and Communications Division provides services related to strategic business and capital planning, transportation planning, ministerial briefings and support, decision instruments, and policy and legislative initiatives. The Division is also responsible for the Department's communication initiatives, strategies, and public relations, as well as coordinating departmental engagement with other partners on research to address climate change mitigation and adaptation.

The Environmental Affairs Division is responsible for monitoring regulatory compliance, mitigating the environmental impact of Department operations, and leading the Department through environmental assessments and regulatory processes for major capital projects.

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

##### GOALS

- *Strengthening Connections* - Continue to increase strategic investments in NWT transportation infrastructure
- *Capturing Opportunities* – Continue to build local capacity by investing in small community-based infrastructure projects through the Community Access Program
- *Embracing Innovation* – Continue to support research to address climate change mitigation and adaptation, and improve communications outreach with the travelling public



## Department of Transportation

### 2016-17 Business Plan

#### DEPARTMENTAL HIGHLIGHTS

##### Infrastructure Funding Partnerships

The Department will work with Infrastructure Canada to increase investments in transportation infrastructure under the Provincial-Territorial Infrastructure Component of the new Building Canada Plan to advance economic growth, job creation, increased productivity, and enhance the quality of life in communities all across the NWT. In supporting the mandate of the 18th Assembly, the Department will continue to work with the federal government towards obtaining funding for the construction of the Tlicho all-season road, the Mackenzie Valley Highway from Wrigley to Norman Wells, and improved access to the Slave Geological Province.

Funding opportunities will also be pursued through other federal programs, such as: the Airport Capital Assistance Program; the Canadian Northern Economic Development Agency to advance planning activities for new road corridors; the federal Department of National Defense for capital needs at the Inuvik Airport; and Parks Canada for capital needs in Wood Buffalo National Park.

As opportunities arise, the Department works with industry to increase service levels or implement infrastructure improvements required for their operations. In recent years, partners in the NWT oil and gas exploration industry have contributed to improvements to the Mackenzie Valley Winter Road, which provides access to petroleum-rich regions in the NWT. The Department has a Memorandum of Understanding with Canadian Zinc to jointly address the pressures of industry traffic on Highway 7, which provides access to the nearby proposed Prairie Creek mine project. Ongoing partnership with CN Rail ensures the rail line to Hay River meets the needs of northerners. The Department conducts regular inspections along the Tibbitt to Contwoyto Winter Road to ensure safe and efficient travel for the resupply of the NWT's major diamond mining projects.

Infrastructure funding partnerships with the federal government support the 18<sup>th</sup> Legislative Assembly's priority to make strategic investments in transportation infrastructure and workforce development and utilize partnerships with Northern and Aboriginal businesses. This is also directly related to the GNWT mandate, which includes capturing opportunities for investment in transportation infrastructure by working to secure funding to advance new priority road projects.

##### NWT Multimodal Transportation Strategy

*Connecting Us*, the Department's updated transportation strategy, will guide development of the NWT transportation system over the next 25 years. The NWT Transportation Report Card 2015 provides a statistical benchmark and evaluation framework by which future progress of the transportation system can be measured. The Department will develop a four-year action plan to



## Department of Transportation

### 2016-17 Business Plan

identify specific actions under the Strategy to be undertaken over the life of the 18<sup>th</sup> Legislative Assembly.

#### **Canadian Transportation Act Review**

In June 2014, Transport Canada launched a review of the *Canadian Transportation Act* which would look forward 20 to 30 years to identify priorities and potential actions in transportation that will support Canada's long-term economic well-being, including that of the NWT and northern Canada. A final report of the Review Committee was released in February 2016. This document includes recommendations to the federal government to support investments in all modes of transportation in the NWT, including funding support for new road projects such as the Mackenzie Valley Highway, Tlicho all-season road, and improved access into the Slave Geological Province, paving and improving airport infrastructure, and renewing investment in marine facilities by funding services like dredging. The Department will continue to engage with the federal government to support the implementation of these significant recommendations.

#### **Adapting to Climate Change**

The Department will continue to implement its *Climate Change Adaptation Plan* and to undertake research into the potential implications climate change may have on the transportation system, including vulnerability assessments of system components built on permafrost. The Department will collaborate with researchers, experts, other jurisdictions, and the Transportation Association of Canada (TAC) to continue with research to identify innovative approaches to addressing climate change adaptation to develop resilient transportation infrastructure. This directly supports the 18<sup>th</sup> Assembly's priority of adapting to climate change.

#### **Environmental Management System**

The Department will continue to foster a culture of environmental stewardship across the organization through the ongoing implementation of its Environmental Management System (EMS). The EMS will operationalize the department's core stewardship value, which seeks to reduce the impacts of the Department of Transportation's activities on the environment and reduce the department's exposure to regulatory intervention. To achieve and sustain this objective, the department will purchase a software system to facilitate project/program planning and real-time tracking of its regulatory compliance requirements. Ongoing efforts will also focus on providing training to staff and contractors to ensure the environment is safeguarded.



## Department of Transportation

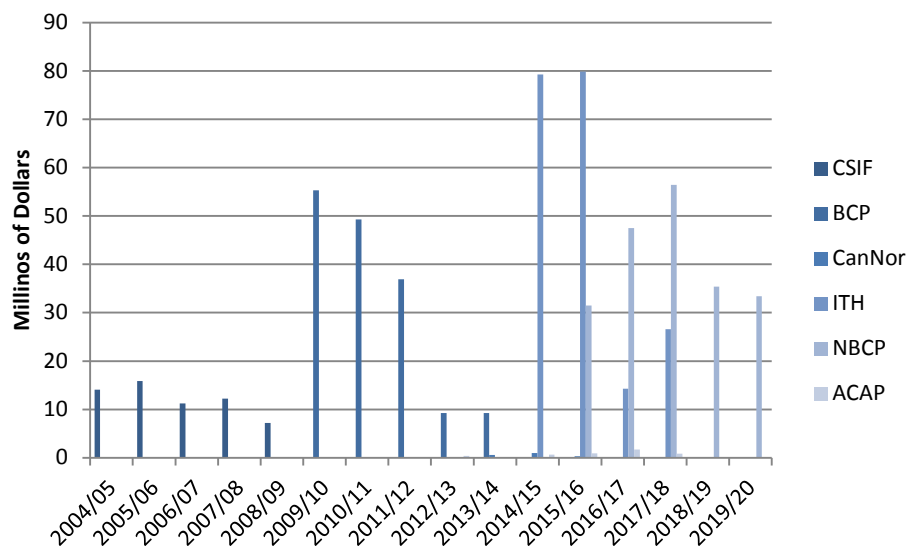
### 2016-17 Business Plan

#### Occupational Health and Safety

The Department will continue to review its Occupational Health and Safety (OHS) Program Manual and related business process to ensure compliance with regulatory changes. The Department will review and adopt the reporting tools developed by WSCC for DOT'S Joint OHS Committees and OHS Representatives. Tracking of OHS-related equipment, mandatory OHS employee training, and workplace-related orientation will continue on an ongoing basis. Gaps identified in the OHS program through annual review will be addressed in a timely manner. These actions will ensure the OHS Manual meets current Departmental and Legislative requirements, ensuring a safe and healthy work place for all employees.

#### PERFORMANCE MEASURES

Measure 1) Total federal investment in NWT transportation infrastructure by program



CSIF = Canadian Strategic Infrastructure Fund  
BCP = Building Canada Plan  
CanNor = Canadian Northern Economic Development Agency  
ITH = Inuvik-Tuktoyaktuk Highway Program  
NBCP = New Building Canada Plan  
ACAP = Airport Capital Assistance Program

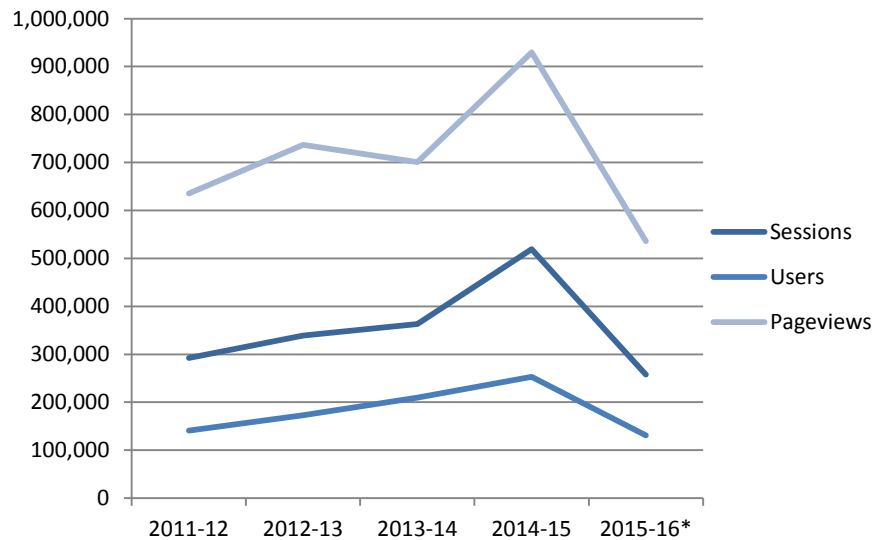




## Department of Transportation 2016-17 Business Plan

Measure 2) Volume of website and social media activity

### DOT Home Website Usage (dot.nt.gov.ca)



\*Stats for 2016 are as of March 22, 2016

### DOT Twitter Usage ([https://twitter.com/GNWT\\_DOT](https://twitter.com/GNWT_DOT))

Followers	Tweets
3,525	2,213

(as of March 23, 2016)

DOT provides information in English and French on DOT infrastructure, programs, services, and initiatives of strategic importance as well as up-to-date operation information to assist the public. Twitter allows the Department to extend messaging into a time-sensitive and easily sharable medium, providing critical information such as updates on road closures.



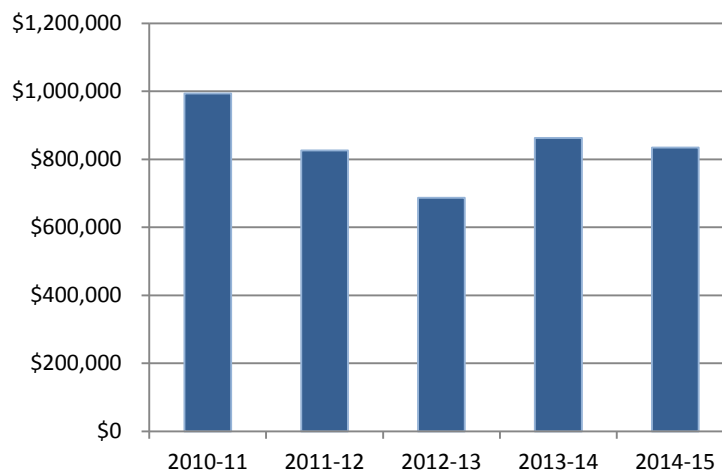


## Department of Transportation

### 2016-17 Business Plan

Measure 3) Total funding delivered through the Community Access Program to support local transportation infrastructure projects in the NWT.

**Community Access Program Expenditures**



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. 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.



## Department of Transportation

### 2016-17 Business Plan

#### Key Activity 3 – Highways

##### DESCRIPTION

The Department provides 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 across the NWT.

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 100 bridges, 234 large diameter culverts, and well over 3,000 small culverts. Numerous privately constructed winter roads for oil and gas development and mine re-supply feed into the public system, including a 570-kilometre winter road into the Slave Geological Province. Seventeen communities are served by all-weather roads 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.

##### GOALS

- *Strengthening Connections* - Extend winter road and ice crossing operating seasons
- *Strengthening Connections* – Increase the percentage of the highway system that is paved
- *Capturing Opportunities* – Increase all-season access to NWT communities

##### DEPARTMENTAL HIGHLIGHTS

###### **Federal Investment in Highway Infrastructure**

The Department will continue to pursue federal funding to renew, rehabilitate, or construct highway and marine infrastructure through the new Building Canada Fund and other opportunities as they develop. Upgrading and expanding the existing highway system supports resupply operations and improves access to resources, helping to advance the 18<sup>th</sup> Assembly's priorities for reducing the cost of living and supporting economic development. These activities also support commitments in the GNWT mandate.



## Department of Transportation

### 2016-17 Business Plan

#### **Mackenzie Valley Highway to Norman Wells**

A formal proposal and business case have been submitted to Infrastructure Canada for funding to construct a highway from Wrigley to Norman Wells. The Department will continue to work with the federal government in support of this submission. Construction of the Mackenzie Valley Highway from Wrigley to Norman Wells will support the 18<sup>th</sup> Assembly's priority of promoting economic development by providing access to rich petroleum and mineral resources and making strategic investments in infrastructure and workforce development, while utilizing partnerships with northern and Aboriginal businesses. Replacing the existing winter road with this all-weather highway will also help support climate change adaptation.

#### **Inuvik-Tuktoyaktuk Highway**

This four-year core infrastructure project will promote economic growth, support job creation, increase productivity, generate income, and enhance the quality of life in Canada's north. The third winter of construction began in January 2016. The project is providing employment and valuable training opportunities for residents of the Beaufort-Delta region. Training opportunities will enable apprentices in various trades to earn work-experience hours toward their certification resulting in greater economic mobility. Construction of the highway will support the diversification of the NWT economy by promoting tourism and will support potential oil and gas activity in the region. The highway will replace the Tuktoyaktuk winter road, supporting climate change adaptation.

#### **Tlicho All-Season Road**

The GNWT has submitted a funding application to P3 Canada for \$150 million to construct an all-season road into the Tłıchǫ region to improve access to the community of Whatì and facilitate existing and future economic opportunities in the region. The Department will continue working with the Department of Finance and P3 Canada to support this funding application. The GNWT and Tłıchǫ Government have participated in the development of a Project Description Report, which was submitted to the Wek'eezhii Land and Water Board. Replacing the section of the existing winter road that connects Whatì to the public highway system will greatly improve access to the region, lessening the impacts of climate change on the operating season of the winter road to Wekweètì and Gametì. The road supports the 18<sup>th</sup> Assembly's priority to invest in transportation infrastructure and workforce development, utilizing partnerships with northern and Aboriginal businesses to support the NWT economy.



## Department of Transportation

### 2016-17 Business Plan

#### **Improved Access to Slave Geological Province**

Overland access into the Slave Geological Province would provide access to substantial prospects for mineral exploration and development. The Department is working with the Departments of Finance and industry, Tourism and Investment to complete a routing options analysis with the purpose of maximizing economic opportunities and to determine an appropriate funding model to construct and operate the proposed highway. Replacing the private winter road currently serving the diamond mines would eliminate operational challenges associated with climate change, reducing exploration and development costs for industry. An all-season road into the Slave Geological Province would support the 18th Assembly's priority to invest in transportation infrastructure and workforce development, utilizing partnerships with northern businesses to support the NWT economy.

#### **Asset Management**

The Department has entered into a 5 year contract to include the software supply and installations; training; data collection, testing and maintenance support for a system to measure, track and monitor our highway surface. This tool will aid in the allocation of major rehabilitation funds and clearly detail where work is required in ensuring our pavements, chip seal and gravel surfaces are performing to the required standard. This will assist in the long term planning and execution of our capital and maintenance programs.

#### **Improving Fleet Management and Maintenance**

The Department will work to improve fleet maintenance and management. The Department operates and maintains a large fleet of both light and heavy equipment supporting highways, airports, and marine operations. Fleet management practices, including service, maintenance and planning, will be reviewed to identify and implement efficiencies. Asset management data collection and systems, used to support decisions regarding the maintenance, repair and life cycle replacement needs of the fleet will be improved so that the Department can ensure the limited resources are effectively targeted to areas of greatest need and to better address operational needs.

#### ***Public Highways Act***

The *Public Highways Act* is in need of minor amendments to clarify the responsibility, control, and administration of activities that take place within the corridors designated as Public Highways, and to clarify the authority and responsibility of the Minister with respect to public versus private roadways.

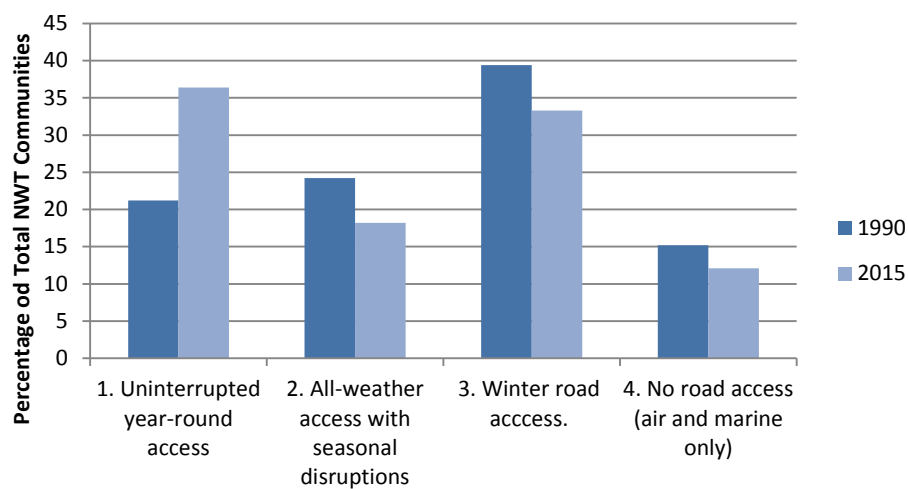


## Department of Transportation 2016-17 Business Plan

### PERFORMANCE MEASURES

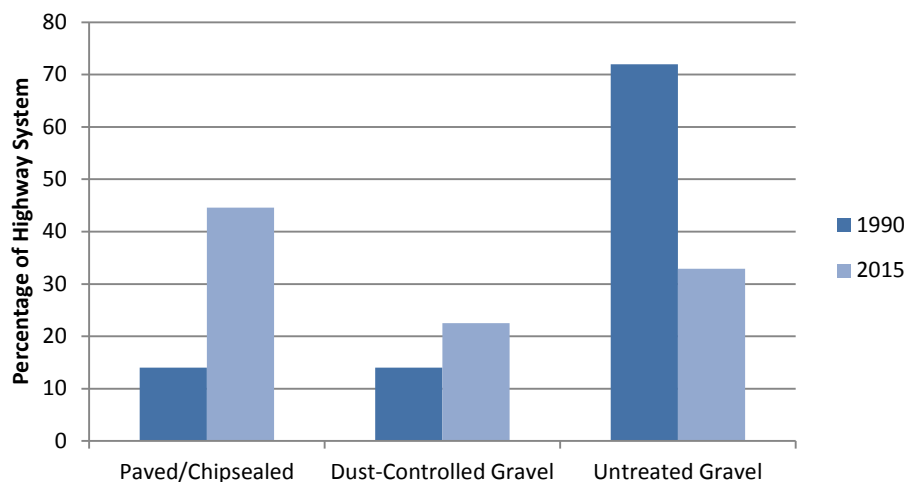
Measure 1) Percentage of NWT communities that experiences uninterrupted year-round road access versus other levels of access

**NWT Transportation Access 1990 vs. 2015 (by community)**



Measure 2) Percentage of the NWT highway system that is paved

**NWT Highway Conditions 1990 vs. 2015**

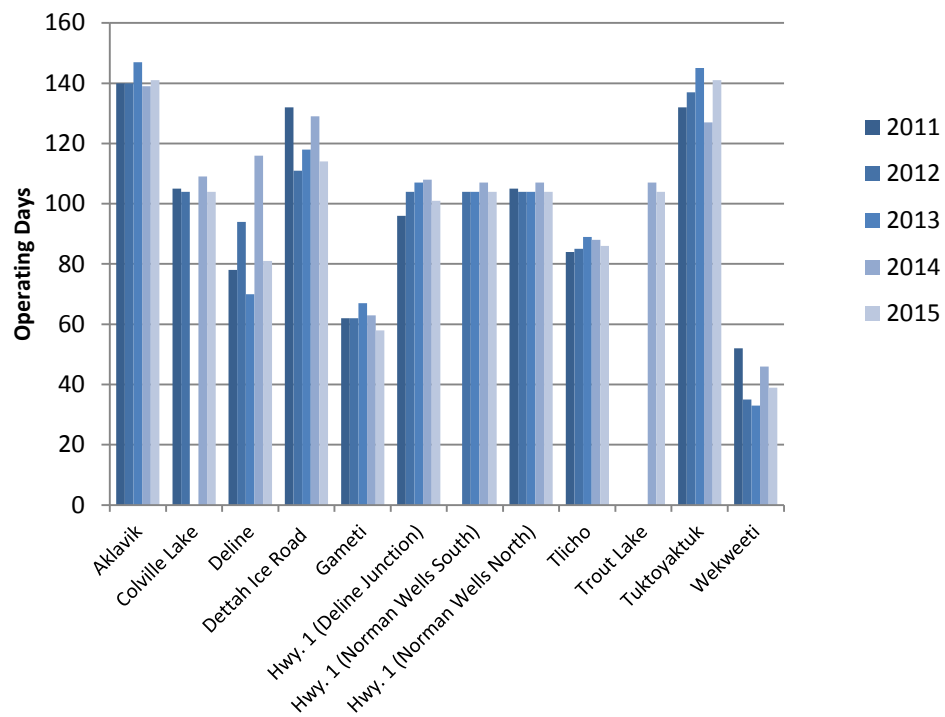




## Department of Transportation 2016-17 Business Plan

Measure 3) Number of operating days for each winter road in the public highway system

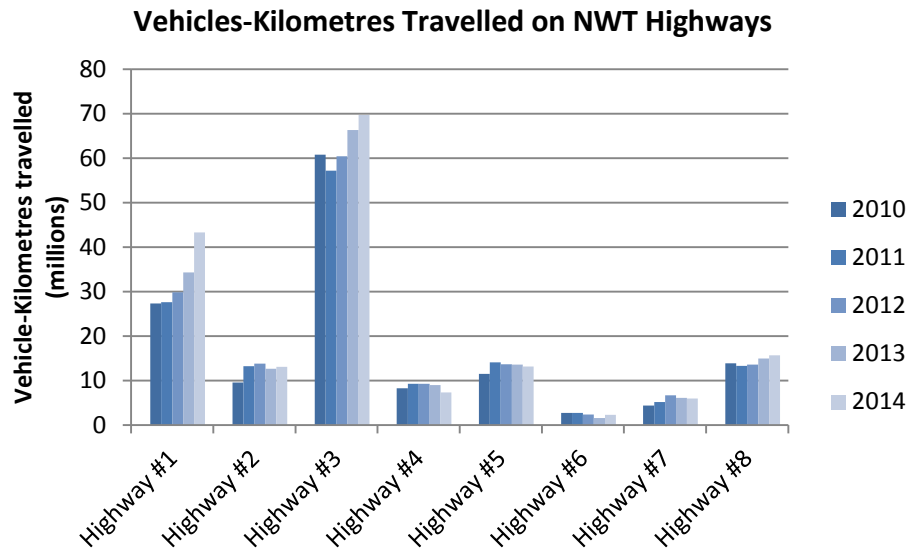
Winter Road Operating Lengths



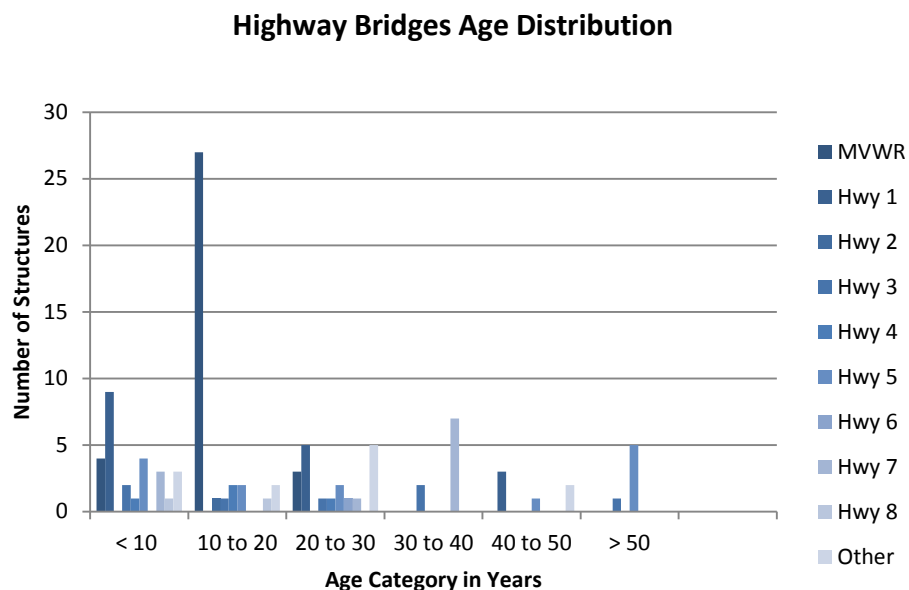


## Department of Transportation 2016-17 Business Plan

Measure 4) Volume of traffic on NWT highways



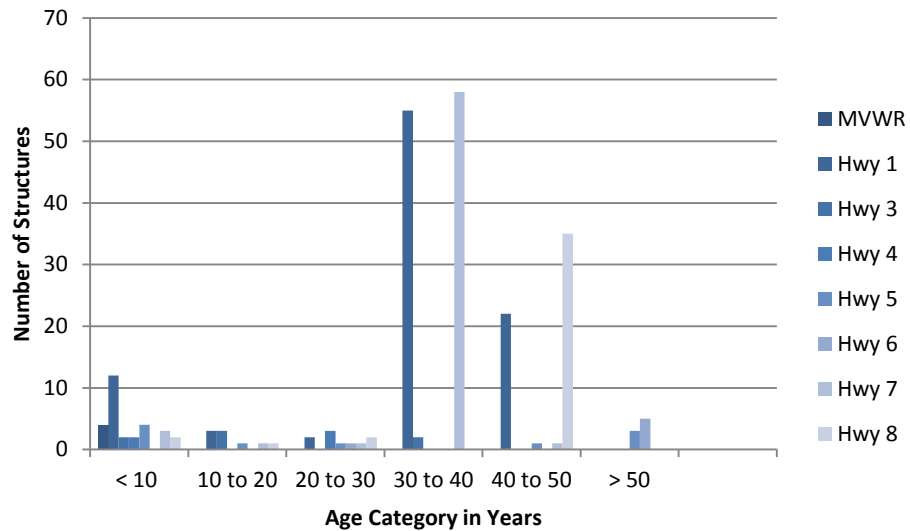
Measure 5) Age of bridges and culverts on NWT highways





## Department of Transportation 2016-17 Business Plan

### Highway Culvert Age Distribution







## Department of Transportation

### 2016-17 Business Plan

#### Key Activity 4 – Marine

##### DESCRIPTION

The Department provides safe, reliable, effective, and environmentally responsible ferry services at four 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.

##### GOAL

- *Strengthening Connections* - Extend ferry operating seasons

##### DEPARTMENTAL HIGHLIGHTS

###### Encouraging Marine System Improvements

The marine resupply system is an integral part of the NWT intermodal transportation system. It consists of 14 federally owned and operated community marine facilities, extensive federal marine support services, and several experienced NWT-based marine shipping companies. The provision of well-maintained community ports and marine support services across the NWT is the sole responsibility of the Government of Canada. This includes the operation and maintenance of federal marine resupply sites, maintaining key ports and waterways to safe operating depths via dredging, placement and maintenance of some 1300 navigational aids, and marine charting. The Department of Transportation has no jurisdiction or ownership role over marine facilities and waterways, but monitors and acts as an advocate for marine sector concerns in the NWT. The Department will host a marine stakeholder workshop in April 2016 to encourage marine system improvements in the NWT, including the development of a harbour restoration plan for the Port of Hay River. This directly supports commitments made in the GNWT's mandate.

###### Regulatory Compliance

Investments in technology and innovation are being driven by changing regulatory requirements relating to the use of granular materials at the ferry 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

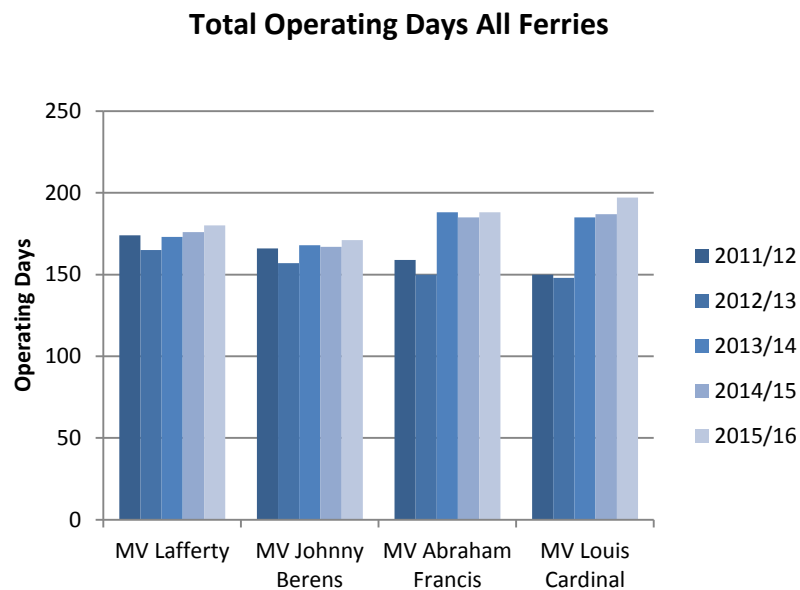


## Department of Transportation 2016-17 Business Plan

ferry system, an online passenger tracking system, and ferry landing upgrades.

### PERFORMANCE MEASURE

Measure 1) Number of operating days for all Department ferries





## Department of Transportation

### 2016-17 Business Plan

#### Key Activity 5 – Road Licensing and Safety

##### DESCRIPTION

The Department supports the protection of public safety and the environment in areas of private and commercial transportation. 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, and researches trends in highway transportation safety, technology development, and future opportunities for partnerships to ensure regulatory harmonization, implementation of new ideas, and to support safety of all drivers and vehicles in sharing the roadways.

The Department is responsible for driver testing, issuing vehicle registration and drivers licences, and inspecting all commercial vehicles operating on the territorial transportation network. Commercial vehicle enforcement is undertaken at 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 NWT.

##### GOALS

- *Embracing Innovation* - Continue to increase safety on community roads and highways by implementing the NWT Road Safety Plan
- *Embracing Innovation* – Increase the accessibility of a range of driver and motor vehicle services online and in-person

##### DEPARTMENTAL HIGHLIGHTS

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

The Department is partnering with Alberta Transportation to adopt the Partners in Compliance Program (PIC), a motor carriers' safety program that rewards commercial carriers with exemplary safety records by allowing them to bypass weigh scales. Information shared through PIC provides Highway Transport Officers the opportunity to concentrate enforcement efforts on commercial carriers with lesser safety ratings. The program is designed to reduce incidents and collisions through diligent, ongoing self-maintenance practices, thereby reducing the financial and human costs associated with them.



## Department of Transportation

### 2016-17 Business Plan

#### **Online Driver and Motor Vehicle Licensing**

The Department continues to enhance the driver and motor vehicle (DMV) services that are available online. The current suite of options includes email notification reminders, as well as services in regards to driver examinations, vehicle registrations and driver's abstracts. In 2016, the Department will be implementing additional online services, including the option of purchasing commercial permits and registrations.

#### **Fines Review**

The Department has undertaken a review of all offences and associated fines under the *Motor Vehicles Act* (MVA) and regulations. As a result, numerous fines will be increased, and some offences will lead to a direct court appearance. The revised fines and penalties will act as a strong deterrent to bad driving behaviours and will bring the NWT penalties in line with those in other jurisdictions. The fines review supports the Department's objective of improving road safety in the NWT and is consistent with the NWT Road Safety Strategy.

#### **NWT Identification Card**

The Department is analyzing the advantages of having the NWT health care card and General Identification Card combined into one card to determine if such an approach would be suitable for the NWT. This analysis will also determine whether there are other government services that would benefit from being combined into a single service card.

#### **Updates to the *Motor Vehicles Act* and underlying Regulations**

The Department is committed to ensuring legislation remains current and reflects best practices in road safety. The Department is completing implementation of recent amendments to the *Motor Vehicles Act* and regulations.

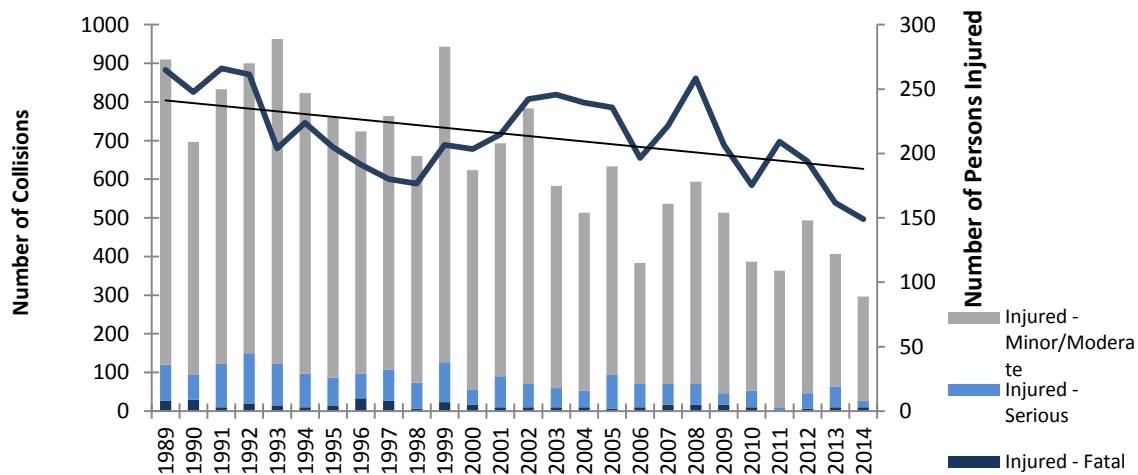


## Department of Transportation 2016-17 Business Plan

### PERFORMANCE MEASURES

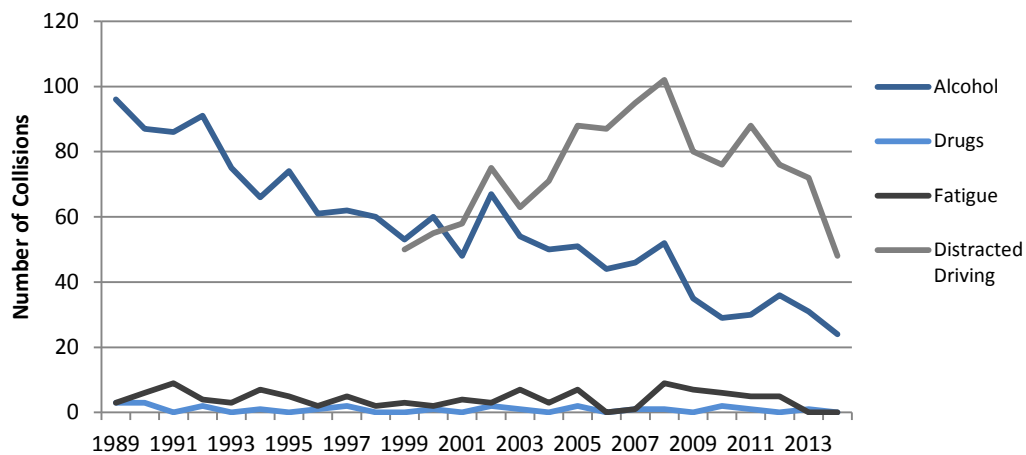
Measure 1) Number of traffic collisions, injuries, and fatalities on NWT roads

**Traffic Collisions, Injuries, and Fatalities on NWT Roads**



Measure 2) Number of collisions attributed to leading driver safety trends in the NWT

**Trends in Impaired Driving Collisions in the NWT**

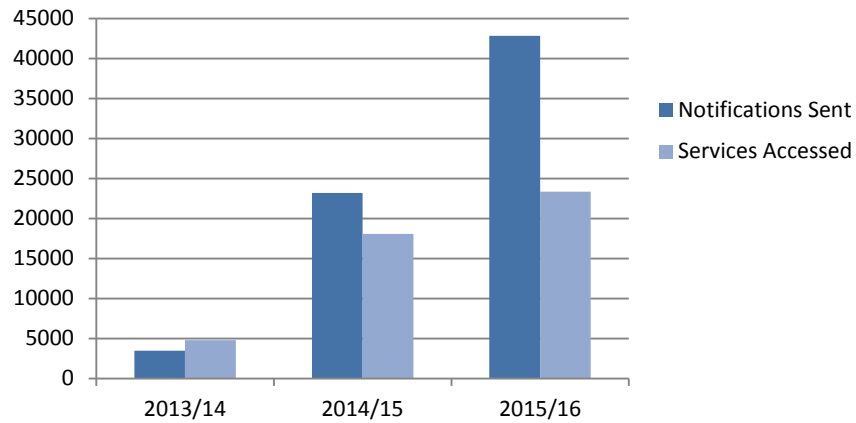




## Department of Transportation 2016-17 Business Plan

Measure 3) Volume of transportation services delivered online

### Online Driver Services Provided



Online driver and motor vehicle services currently offered by the Department include: email and text message notifications, reminders for expiring documents, access to existing documents, scheduling appointments, driver exam bookings, vehicle registration renewal, and requests for driver's abstracts. Starting in 2016-17, commercial permits will also be available.

TRANSPORTATION
----------------

## 2016-17 Business Plan

## Supporting Schedules

<u>Schedule</u>	<u>Description</u>
1	Departmental Summary
2	Operations Expense Summary
3	Major Revenue Changes: 2015-16 Main Estimates to 2016-17 Business Plan
4	Proposed Adjustments to Grants & Contributions: 2015-16 Main Estimates to 2016-17 Business Plan
5	Human Resources Statistics
6	Infrastructure Investments
7	Restatements

<b>DEPARTMENTAL SUMMARY</b>
-----------------------------

(thousands of dollars)

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Revised Estimates</b>	<b>2015-16 Main Estimates</b>	<b>2014-15 Actuals</b>
<b>Operations Expenses by Activity</b>				
Airports	27,399	32,450	27,811	26,240
Corporate Management	11,970	12,047	11,973	13,141
Highways	66,163	66,423	66,420	67,725
Marine	7,918	7,419	7,418	7,810
Road Licensing and Safety	5,840	5,844	5,840	5,812
<b>Total</b>	<b>119,290</b>	<b>124,183</b>	<b>119,462</b>	<b>120,728</b>
<b>Operations Expenses by Object</b>				
Compensation and Benefits	37,838	37,620	37,556	38,603
Grants and Contributions	1,192	1,212	1,212	1,090
Other	42,292	47,383	42,726	41,498
Amortization	37,968	37,968	37,968	39,537
<b>Total</b>	<b>119,290</b>	<b>124,183</b>	<b>119,462</b>	<b>120,728</b>
<b>Revenues</b>	<b>72,033</b>	<b>110,714</b>	<b>84,860</b>	<b>106,918</b>

**HUMAN RESOURCE SUMMARY**

	<b>Proposed 2016-17 Main Estimates</b>	<b>2015-16 Main Estimates</b>
Yellowknife Headquarters	95	95
Regional / Area Offices	161	164
Other Communities	37	37
	<b>293</b>	<b>296</b>



PROPOSED ADJUSTMENTS	
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	
26	
27	
28	
29	
30	
31	
32	
33	
34	
35	
36	
37	
38	
39	
40	
41	
42	
43	
44	
45	
46	
47	
48	
49	
50	
51	
52	
53	
54	
55	
56	
57	
58	
59	
60	
61	
62	
63	
64	
65	
66	
67	
68	
69	
70	
71	
72	
73	
74	
75	
76	
77	
78	
79	
80	
81	
82	
83	
84	
85	
86	
87	
88	
89	
90	
91	
92	
93	
94	
95	
96	
97	
98	
99	
100	

Operations Expense Summary
----------------------------

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmenta l Transfers and Other Adjustments	2016-17 Business Plan
<b>Marine</b>										
Maintenance & Refits	948	-	948	-	-	-	-	-	-	948
Management	1,208	-	1,208	-	-	-	-	-	-	1,208
Operations-Amortization	794	-	794	-	-	-	-	-	-	794
Operations-Other Program Costs	4,468	-	4,468	-	500	-	-	-	-	4,968
	7,418	-	7,418	-	500	-	-	-	-	7,918
										-
<b>Road Licensing and Safety</b>										
Management	304	-	304	-	-	-	-	-	-	304
Operations-Amortization	855	-	855	-	-	-	-	-	-	855
Safety and Regulations	2,155	-	2,155	-	-	-	-	-	-	2,155
Transport Compliance Section	2,526	-	2,526	-	-	-	-	-	-	2,526
	5,840	-	5,840	-	-	-	-	-	-	5,840
										-
<b>TOTAL DEPARTMENT</b>	<b>119,462</b>	<b>-</b>	<b>119,462</b>	<b>(200)</b>	<b>1,393</b>	<b>-</b>	<b>-</b>	<b>(1,365)</b>	<b>-</b>	<b>119,290</b>

## Major Revenue Changes

	(thousands of dollars)						Explanation of Increases (Decreases) that are 10% or Greater
	PROPOSED ADJUSTMENTS						
	2015-16 Main Estimates	Revenue Adjustments 2015-16	2015-16 Revised Main Estimates	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	
TRANSFER PAYMENTS							
Federal Cost Shared Programs							
Inuvik Tuktoyaktuk Highway (Infrastructure Canada)	66,000	-	66,000	14,250	(51,750)	(78.4)	Cash flow for the project approved with the Federal Government
Permafrost Research and Development Study Inuvik Tuktoyaktuk Highway (Infrastructure Canada)	-	319	319	-	(319)	(100.0)	Project completed
New Highway Corridor Planning (CanNor)	-	900	900	-	(900)	(100.0)	Project completed
Norman Wells Airfield Lighting Rehabilitation (ACAP)	1,479	-	1,479	-	(1,479)	(100.0)	ACAP project asset specific
Tuktoyaktuk Airfield Lighting (ACAP)	-	577	577	823	246	42.6	ACAP project asset specific
Snow Blower Hay River Airport (ACAP)	-	371	371	-	(371)	(100.0)	ACAP project asset specific
Provincial Territorial Infrastructure Highway Capacity Improvement (Infrastructure Canada)	-	23,630	23,630	35,625	11,995	100.0	PTIC Highways Bundle 1 (\$16,125).
Federal Programs							
Monitoring Study Yellowknife Highway 3 (Transport Canada)	-	57	57	-	(57)	(100.0)	Multi-year funded project completed in 2015-16
	67,479	25,854	93,333	50,698	(42,635)	(45.7)	

**GENERAL REVENUES****Regulatory Revenue  
Airports Fees**

Landing and Other Fees	2,973	-	2,973	6,100	3,127	105.2	Fee Increases
<b>Road Licensing &amp; Safety Fees</b>							
License and Other Fees	851	-	851	987	136	16.0	Cumulative Inflation Increase
Permits and Registrations	4,974	-	4,974	5,635	661	13.3	Cumulative Inflation Increase
Toll Permits	3,900	-	3,900	3,962	62	1.6	Annual Inflation Increase
Exams & Certifications	211	-	211	231	20	9.6	Cumulative Inflation Increase

## Major Revenue Changes

(thousands of dollars)							
PROPOSED ADJUSTMENTS							
	2015-16 Main Estimates	Revenue Adjustments 2015-16	2015-16 Revised Main Estimates	2016-17 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>Lease</b>							
Airports - Lease/Rental Revenue	3,229	-	3,229	3,229	-	-	Currently at Market Rates
<b>Program</b>							
Parks Canada - Wood Buffalo National Park	130	-	130	135	5	3.8	Recovery Under Agreement
Nav Canada Occupancy Agreement	676	-	676	703	27	4.0	Recovery Under Agreement
Hold Baggage System - Yellowknife (Canadian Air Transport Security Authority)	127	-	127	127	-	-	Recovery Under Agreement
Government of Nunavut / Industry - Aviation Career Development Program	35	-	35	-	(35)	(100.0)	The program has been eliminated
<b>Service and Miscellaneous</b>							
Airports - Concessions	145	-	145	145	-	-	Currently at Market Rates
Corporate Services - Administration Fees	130	-	130	80	(50)	(38.5)	Anticipated Fees to be Recovered
	17,381	-	17,381	21,335	3,954	22.7	
<b>TOTAL REVENUE</b>	<b>84,860</b>	<b>25,854</b>	<b>110,714</b>	<b>72,033</b>	<b>(38,681)</b>	<b>(34.9)</b>	

Proposed Adjustments to Grants and Contributions
--

(thousands of dollars)

PROPOSED ADJUSTMENTS
----------------------

	2015-16 Main Estimates	Restatements	Restated Total	Sunsets	Forced Growth	Initiatives	Internal Transfers	Reductions	Inter- Departmental Transfers and Other Adjustments	2016-17 Business Plan
<b>Airports</b>										
Airports Career Development Program (ACDP) Elimination of Program	20	-	20	-	-	-	-	(20)	-	-
	<b>20</b>	<b>-</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(20)</b>	<b>-</b>	<b>-</b>
<b>Community Access Program</b>										
Local Community Roads	980	(980)	-	-	-	-	-	-	-	-
	<b>980</b>	<b>(980)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Corporate Management</b>										
Local Community Roads	-	980	980	-	-	-	-	-	-	980
Students Against Drinking and Driving(SADD)	12	-	12	-	-	-	-	-	-	12
	<b>12</b>	<b>980</b>	<b>992</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>992</b>
<b>Highways</b>										
Deh Cho Bridge Opportunities Grant	200	-	200	-	-	-	-	-	-	200
	<b>200</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>
<b>TOTAL DEPARTMENT</b>	<b>1,212</b>	<b>-</b>	<b>1,212</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(20)</b>	<b>-</b>	<b>1,192</b>

## Human Resources Statistics

	2015-16	%	2014-15	%	2013-14	%	2012-13	%
<b>All Employees</b>	<b>276</b>	<b>100.0%</b>	<b>266</b>	<b>100.0%</b>	<b>266</b>	<b>100.0%</b>	<b>263</b>	<b>100.0%</b>
Indigenous Employees								
Aboriginal	102	37.0%	99	37.2%	99	37.2%	94	35.7%
Non-Aboriginal	44	15.9%	52	19.5%	53	19.9%	52	19.8%
Non-Indigenous Employees	130	47.1%	115	43.2%	114	42.9%	117	44.5%
Male	215	77.9%	204	76.7%	205	77.1%	206	78.3%
Female	61	22.1%	62	23.3%	61	22.9%	57	21.7%
<b>Senior Management</b>	<b>11</b>	<b>100.0%</b>	<b>11</b>	<b>100.0%</b>	<b>12</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>
Indigenous Employees								
Aboriginal	2	18.2%	2	18.2%	2	16.7%	1	10.0%
Non-Aboriginal	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Non-Indigenous Employees	9	81.8%	9	81.8%	10	83.3%	9	90.0%
Male	7	63.6%	9	81.8%	10	83.3%	8	80.0%
Female	4	36.4%	2	18.2%	2	16.7%	2	20.0%
<b>Non-Traditional Occupations</b>	<b>158</b>	<b>100.0%</b>	<b>150</b>	<b>100.0%</b>	<b>150</b>	<b>100.0%</b>	<b>151</b>	<b>100.0%</b>
Indigenous Employees								
Aboriginal	65	41.1%	63	42.0%	63	42.0%	60	39.7%
Non-Aboriginal	22	13.9%	29	19.3%	30	20.0%	31	20.5%
Non-Indigenous Employees	71	44.9%	58	38.7%	57	38.0%	60	39.7%
Male	153	96.8%	143	95.3%	143	95.3%	144	95.4%
Female	5	3.2%	7	4.7%	7	4.7%	7	4.6%

<b>2016-17 Infrastructure Investments</b>
---

**Airports**

- Parking garage midlife rehabilitation upgrade – 140 m<sup>2</sup> parking garage upgrade: overhead doors, furnace, fixtures, flooring, paint, roof (Aklavik)
- Air terminal building midlife rehabilitation - 20-30 m<sup>2</sup> expansion and mechanical upgrade (Délina)
- Loader, Airports - Fort Simpson
- Runway Drainage Improvements - Replace and extend underground drainage system adjacent and parallel to both sides of the runway in Hay River
- Runway stabilization – EK 35 application (Fort McPherson, Deline and Tuktoyaktuk)
- Airport Sweeper - Yellowknife

**Highways**

- Sand Salt Storage Upgrades - Upgrade of existing sand, salt and storage sheds
- Highways Mobile Equipment - mobile equipment replacement
- Culvert Replacement Program - Rehabilitation and replacement of large diameter culverts.
- Bridges Replacement Program- Rehabilitation and replacement of deteriorating bridges.
- Various Highway Chipseal Overlay Program - Rehabilitation and replacement of chipseal overlays.
- Inuvik to Tuktoyaktuk Highway - All weather highway construction
- Highway 1 Reconstruction – Building Canada Plan (BCP) - Improvements of existing roads to accommodate an increase of commercial traffic due to natural resource development with seasonal load restrictions remaining in place.
- Highway 3 Reconstruction – BCP - Improvements of existing roads to accommodate an increase of commercial traffic due to natural resource development with seasonal load restrictions remaining in place.
- Highway 4 Reconstruction - BCP - Improvements of existing roads to accommodate an increase of commercial traffic due to natural resource development with seasonal load restrictions remaining in place.
- Highway 6 Reconstruction - BCP - Improvements of existing roads to accommodate an increase of commercial traffic due to natural resource development with seasonal load restrictions remaining in place.
- Highway 7 Reconstruction - BCP - Improvements of existing roads to accommodate an increase of commercial traffic due to natural resource development with seasonal load restrictions remaining in place.
- Highway 8 Reconstruction - BCP - Improvements of existing roads to accommodate an increase of commercial traffic due to natural resource development with seasonal load restrictions remaining in place.

**Marine**

- Louis Cardinal Hull Upgrade - Upgraded epoxy hull protection (Tsiigehtchic)

**Road Licensing and Safety**

- Motor Vehicle Information System (MVIS) Online Services - IT system to enhance the MVIS in order to increase online services.
- Environmental Management System – Information Technology (IT) system to track environmental permits and obligations to manage large capital project efficiently, reduce risk of litigation and protect the environment.

Schedule of Restatements
--------------------------

## Department

Activity	Description	Task	Region	Control Object	2016-17 Mains	2015-16 Revised	2015-16 Mains	2014-15 Actuals
OPERATIONS								
Community Access Program	Local Community Roads	Fund local improvements	All	Grants and Contributions	980	980	980	835
				Travel	20	20	20	3
				Amortization	8	8	8	8
					\$ 1,008	\$ 1,008	\$ 1,008	\$ 846
Community Access Program	Local Community Roads	Fund local improvements	All	Grants and Contributions	(980)	(980)	(980)	(835)
				Travel	(20)	(20)	(20)	(3)
				Amortization	(8)	(8)	(8)	(8)
					\$ (1,008)	\$ (1,008)	\$ (1,008)	\$ (846)
Total				Restated	\$ -	\$ -	\$ -	\$ -

Explanation

Community Access Program is not considered a core activity and was therefore re-stated to better reflect its purpose.

ExplanationExplanation

Community Access Program is not considered a core activity and was therefore re-stated to better reflect its purpose.

Explanation

Community Access Program is not considered a core activity and was therefore re-stated to better reflect its purpose.

## Corporate Management

Corporate Management					\$ 10,962	\$ 11,039	\$ 10,965	\$ 12,295
Corporate Management	Community Access Program-Local Community Roads	Fund local improvements	All	Grants and Contributions	980	980	980	835
				Travel	20	20	20	3
				Amortization	8	8	8	8
				\$ 1,008	\$ 1,008	\$ 1,008	\$ 846	
				Total	Restated	\$ 11,970	\$ 12,047	\$ 11,973

Explanation

Community Access Program is not considered a core activity and was therefore re-stated to better reflect its purpose.